THE UNIVERSITY OF HULL

The Role of Recruitment, Training and Development in Achieving Employees’ Effectiveness in the Banking Sector in the Kingdom of Saudi Arabia

being a Thesis submitted for the Degree of Doctor of Philosophy in the University of Hull

by

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Acknowledgement

Praise be to Allah first and foremost, who gave me the grace of patience and strength, and self-confidence to offer this study as a result of tireless and sustained effort, supported by the encouragement of a group of individuals who have spared no effort in providing aid and assistance. In recognition and thanks to them, I offer this achievement as a gift to each one of them, beginning with my father, who gave me moral and material support, and my mother who requests God earnestly to reward me with success. As for my supervisor, Dr. David Bright, I pray that God will bring him happiness, in recognition for his support and guidance.
Abstract

Employees’ effectiveness is a long-term goal for organisations that seek to succeed and continue in the business world, which has become since the last decade of the twentieth century a world where there is no place except for the strong, because of intense competition on the local and international levels. This position has been imposed on business organisations by many factors, headed by globalization, economic and cultural openness and the global financial crisis.

Human capital as a key success factor of business organisations receives the greatest attention especially in service organisations such as hospitals, universities, banks, restaurants etc. This is because the customer does not purchase a commodity directly, but receives goods as a supplement to the service. Therefore, customers are likely to assess the benefit they received through dealing with a certain organisation to get the service, and paying the cost of these benefits.

Banks, as service organisations, rely on effective staff to achieving their strategic goals in terms of competitive advantage, customer service and achieving customer satisfaction through providing a high quality of banking services in an attractive manner. Therefore, the main challenge that faces human resource management is how to practise the related activities in order to gain the most effective employees. The main objective of this thesis is to identify the role of the HRM activities, recruitment and training methods, and employees' development, in achieving employees' effectiveness in Saudi banks. When studying a social phenomenon, focus often exceeds the known variables, to include cultural factors dominant in the research society, and because this study concerns the banking sector in Saudi Arabia, which is governed by Islamic culture, cultural factors will have important effects on HRM activities, especially, recruitment and training in terms of the prevalence of nepotism and cronyism in employment affairs. Therefore, the variables of this study comprised employees' recruitment and employees’ training and development, in addition to social culture and business culture as independent variables, and employees’ effectiveness as the output variable. This study was conducted upon a sample of four banks (two national banks, and two foreign banks) operating in Riyadh city. Data was collected from 512 employees, via a questionnaire and semi-structured interviews with senior officials in HR departments in the four banks. The results of qualitative data analysis were fully consistent
with the results of analysing quantitative data. The findings showed that the best strategy for employees’ recruitment is one based on using multiple methods of recruitment from all sources. Recruiting employees through coordination with universities was ranked first among recruitment methods, although it can be considered as response to the Saudization Policy, and simulation-based training is the most common in Saudi banks, ranking first among training methods.
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CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

Upon entering the new millennium, the world was experiencing a spiral of events and changes. It seemed that globalization and economic and cultural openness had imposed new burdens on business organisations, such as the need to adapt to these events and changes. Competition, for example, was no longer local but had become global and financial and economic crises have become a feature of this era, international bodies being called upon to intervene and reduce the detrimental impacts of these crises. Since the banking sector is the backbone of any economy, the international bodies involved in the regulation of banking, such as the Basel Committee, issued several statutes. These statutes included those regarding capital adequacy requirements and lending policies (Heid, 2007), in addition to the increasing intervention of central banks in determining interest rates and the necessity of prior agreement of any new banking products. Accordingly, the competition between banks is no longer reliant on price and the diversity of banking services because most banks provide the same services at almost the same prices. Therefore, competition between banks has come to rely heavily on the manner in which they provide banking services to their customers. Providing banking services to customers efficiently and effectively, satisfying customers and achieving the various banks’ goals have led to the imposition of new challenges on human resource management in business organisations (Ramlall, 2003).

The greatest challenge facing organisations now in order to achieve their goals and maintain their survival and continuity in a fiercely competitive environment is the possession of human capital capable of engaging in work effectively and efficiently. Hence we are witnessing a race between business organisations, whether local or global, to acquire the talent, skills and distinctive competencies required from the human resource departments in various sectors to search seriously for such people. A variety of different sources is used to attract personnel to work in a particular organisation and to develop their skills, knowledge and abilities to contribute effectively towards achieving organisational
goals (Huselid & Becker, 2011) and in encouraging them to stay and work in the organisation (Lockwood, 2007).

These and other factors have prompted organisations to abandon the traditional role of human resource management (HRM) in favour of an orientation towards more strategic human resource management (SHRM), which views the activities practised by the employees as being integrated and consistent with the overall strategy of the organisation (Compton & Holbeche, 2009). The concept of strategic human resource management started being applied by organisations in the late 1980s and early 1990s and increased the value of human resources (Andersen et al., 2007). According to this concept, the perception of the staff has changed from management considering them merely as a cost paid by the organisation to their being seen as the most valuable assets of the company, as their running has become a method of strategic management rather than the more traditionally administrative approach (Budhwar, 2000). Thus, the strategic approach to human resource management contends that there is a link between human resource management activities and the strategic goals of the organisation because it views employees as human and intellectual capital; therefore, the human resource department in an organisation must work to invest this significant resource effectively (Compton & Holbeche, 2009).

There is widespread agreement that the effective management of human resources allows an organisation to recruit, retain and develop the best quality staff, despite their scarcity, to become valuable capital (Pfeffer, 1995). Accordingly, this study was designed to focus on the impact of recruitment strategies and methods of recruitment and training with regard to the effectiveness of employees in banks operating in the Kingdom of Saudi Arabia.

To enable the reader to understand the role of the recruitment and training of staff as two of the main human resource management activities, the concept of employees' effectiveness must first be defined. In this regard some authors point out the difficulty of defining this term. For example, some (Rossi et al., 2006, p. 103) have suggested that “employee effectiveness represents the sum total of an employee's contribution to an organisation”. One study (Trahant, 2007) discusses the role of engagement in enhancing individual employee effectiveness to improve organisational performance and presents a number of myths concerning the managerial practices that contribute to achieving employee
effectiveness. One such myth is that human resource management, especially in service organisations, should work to attract and recruit a new generation of graduates because they are more likely to activate their performance and behaviour (Jong & Ruyter, 2004) in order to invest all their energy in the coming days and years. Jong and Ruyter attempt to reveal the linkages between HRM practices and employee effectiveness and point out that committed and motivated employees can contribute effectively to achieving organisational success. Furthermore, they argue that in order to ensure the commitment of their personnel, managers should pay more attention to employees’ engagement and empower them through providing formal training so they can do more responsible tasks.

From the above argument, it can be said that recruiters who can affect candidates’ first impressions and training that improves and develops employees’ skills and behaviours plays a significant role in achieving employees’ effectiveness overall. In order to achieve their goals through the recruitment process, organisations choose the appropriate strategy to fill vacancies, as there is no one perfect strategy which can be followed in all cases and by all organisations. Sections of the literature have referred to this subject in some detail (Huselid & Becker, 2011), pointing out that it is possible to improve the performance of an organisation and increase the effectiveness of staff through the implementation of strategies of recruitment and selection which are compatible with the competitive strategy of the organisation, implementing a strategy of training and employee development arising from performance management systems and the objectives of the organisation.

Based on this view, the researcher believes that the banking sector is one of the most appropriate areas in which to study the impact of the strategies and methods for the recruitment and training of staff in achieving the highest levels of efficiency in the performance of their jobs in a society governed by cultural and social values. This is so, particularly as the effectiveness of a bank’s employees is reflected in their response to the requests and needs of the customers.
1.2 RESEARCH BACKGROUND

The banking sector is one of the cornerstones of a country's economy because banks are the custodians of the savings of the citizens and organisations working in the country, in addition to their role in financing and activating trade locally and globally. Banks are also the intermediaries between depositors and those who are in need of funding. The banks invest depositors’ money by lending to other investors in different economic sectors, such as trade, industry and construction, in addition to exercising their social responsibilities in terms of spreading banking awareness among citizens and contributing to the reduction of unemployment rates.

Based on the importance of the banking sector, central banks play a role in various countries around the world in supervising the work of banks, monitoring their performance and determining the prices of the services they provide to their customers. Consequently, although banks are equal within a country in terms of the types of services and prices they offer, they vary in the number of customers and the size of deposits and in funding and lending in terms of number and value, which means that competition between banks is not based on price alone. The European Central Bank (2006) pointed out in an occasional paper series that the regulations of central banks may support the oligopoly in the banking sector, through reducing competition and imposing difficult conditions for entry into the banking sector. For example, the Saudi Arabian Monetary Agency (SAMA) imposes pre-set prices for the banking transactions, besides monitoring and supervising banks’ commercial activities (SAMA, 2011).

The question that arises here is: what is the reason behind this discrepancy? Some may suggest several reasons for this disparity, such as the particular proximity of a bank to the location of the client or the absence of a queue of customers waiting for service. Banks have, however, found solutions to these problems by branching into geographical places that are easily accessible to customers, as well as through the greater use of technology in offering e-banking, where the client can receive banking services as soon as possible and without the trouble of actually travelling to the physical location of the bank.

Accordingly, there is no reason for customers to prefer one bank rather than another except for the quality of its personnel, although rates and products will also vary. This is because
clients are looking for a bank in which the staff are able to respond to their requests as quickly and efficiently as possible, as well as providing advice and guidance to customers on matters about which they know very little. Other factors which have a bearing on which bank clients prefer include the attractiveness of the members of staff in terms of their appearance and their handling of requests, their positive reception of the client, and their ability to show respect and appreciation for the proposals made by the client.

From the above, it is important for the banks operating in the Kingdom of Saudi Arabia to follow the optimum practices in order to obtain the appropriate quality of staff in terms of behaviour and performance and to ensure the achievement of the objectives of the bank. The role played by human resource management (HRM) in the bank is the starting point for achieving these objectives, because HR managers must look for people who are talented and have the ability to adapt to the culture of the bank and who believe that the customers are the reason for the existence of the bank. HRM must then provide the means of attracting these individuals to work in the bank through providing training to develop their skills and abilities.

1.3 SIGNIFICANCE OF THE STUDY

This study was conducted in Saudi banks to detect how these banks carry out practices of human resource management, particularly recruitment and training activities, to achieve the effectiveness of staff. The choice of the banking sector as a community of this study was the result of the researcher's conviction that the banking sector is likely to offer suitable opportunities to examine the impact of strategies and methods of recruitment and training of staff on achieving employees' effectiveness, in terms of performance and behaviour, in a society governed by cultural and social values that may conflict with globalization and its consequences, like Saudi society in particular and most of the Gulf states in general.

This research meets a demand by research and academic institutions not only in Saudi Arabia, but also in the Arab world as a whole, to enrich the Arabic library with studies on human capital, in order to help the Arab administration in the transition from a traditional and narrow view, which views the employees as a mere cost, to a more comprehensive strategic horizon that looks to human capital as a valuable asset.
Also many managers and employees in the Arab organisations in general still perceive training as an opportunity to move away from the working atmosphere, forgetting that organisations in Western countries spend vast sums of money to train staff in new skills to keep up with the unlimited innovations. Therefore, the results of this study will open the eyes of these managers to the importance of training, especially as the growth of Saudi banks is attributed by the respondents in this study to a good selection of staff and then the type and method of training provided to them.

In addition, the results of this research may be applicable not only to banks operating in the Kingdom of Saudi Arabia but also to other Gulf countries, as it contains a focus on human resource management as a strategy compatible with the overall strategy of the bank, which focuses on customer service and thus achieving employees’ effectiveness. This is because banks’ success depends on how employees deal with clients, and this in turn depends on the quality of staff, their behaviour, and knowledge of how to provide a good service in an acceptable time, and this cannot be achieved without the best practice of recruitment of the staff and providing proper training for them. This research shows that there is a linear relationship between the quality of recruits, and appropriate training on the one hand and effectiveness of the staff on the other hand.

Moreover, at the level of Saudi society and culture, the importance of this research lies in the fact that all the respondents agreed on the need to reduce the intervention of nepotism and cronyism in employment issues, which can be considered an incentive for Saudi society to eradicate some cultural beliefs discouraging development.

Finally, the application of the outcomes of the research by the banks in the Arab region would increase the confidence of international banks in the Arab banking sector, which would facilitate Arab banks’ eventual branching out, competitiveness, and increased share in the global market.

1.4 A STATEMENT OF THE RESEARCH PROBLEM

Many organisations fail to achieve their goals despite the possession of material resources, technology and other devices, such as equipment and financing. The reason for this failure in many cases may be due to the lack in such an organisation of a human element which is
capable of managing and investing these resources in an effective manner to achieve the goals of the organisation. This is especially so in the creation of a competitive advantage for the organisation which distinguishes it from others and preserves its existence and continuation.

Organisations have now entered a race to acquire the best human resources in terms of talent, skills and qualifications, as a prelude to recruiting individuals who possess these qualities and then hiring the best of them. There is no doubt that this constitutes a major challenge for the management of human resources in organisations because this need may clash with the dearth of such people in the labour market. The laws and regulations applicable in a country may also prevent the access of an organisation to those with particular skills and talents.

The dominant culture that governs the community in which an organisation operates may be one of the most important obstacles facing human resource management in the recruitment and employment of appropriate human resources to work in that organisation. For example, the prevalence of nepotism and cronyism in a country may deprive organisations of the ability to hire the desired competencies and talents. Moreover, there may be factors which are against the employment of women in certain sectors. Therefore, in order to overcome these obstacles organisations should adopt a strategy for human resources which includes a consideration of the quality of the staff to be employed in terms of their talents, behaviour and qualifications. The strategy must also identify the recruitment sources which may provide the desired type of employees, in addition to the methods of recruitment that may help the organisation to recruit the best applicants, after selecting the most appropriate methods of training to develop their skills and behaviours and increase their effectiveness in achieving organisational goals.

This study shows the impact of the recruitment strategies and methods adopted by Saudi banks, as well as the training methods they adopt, in order to increase the effectiveness of their employees, even though there are several barriers limiting access to the best skills and talents to work in these banks. The most important of these obstacles is Saudi culture, which denies women employment in sectors that combine the two genders in the same place, in addition to the role of nepotism and cronyism (wasta) in hiring people who do not
have the effective qualities needed in an employee and have a tendency to deal with customers and co-workers in an offensive manner. A major constraint that has imposed itself on the practices of human resource management in Saudi organisations is the Saudization Policy, which requires the replacement of foreign workers with Saudi personnel. However, the Saudi banking sector has witnessed and still witnesses a steady growth in its volume of operations, profitability and geographic expansion (Haque & Sharma, 2011). This suggests that Saudi banks have developed effective strategies to recruit and train their employees in ways that ensure the effectiveness of their personnel.

1.5 RESEARCH OBJECTIVES AND QUESTIONS

The majority of people in everyday life deal with banks as savers, depositors, borrowers, credit card holders, importers and exporters, and for many other purposes. The majority of banking services require customers to deal directly, often face to face, with a bank’s employees. Thus, due to the current intense competition between these institutions, banks seek to recruit the best people and refine their talents through training and ensuring that they acquire the skills needed to deliver the best banking services, as well as focusing on their employees’ behaviour from the motivation perspective to achieve full performance.

This study is intended to evaluate the harnessing of the human resource management activities represented in the selection of strategies and methods for employee recruitment, as well as training and development, in order to achieve the effectiveness of employees in Saudi banks.

This study, therefore, aims to achieve the following:

1. To establish the extent of the implementation of a recruitment strategy in a number of Saudi banks.
2. To identify and determine the sources and methods used by banks operating in the Kingdom of Saudi Arabia in recruiting, training and developing employees and the extent of these contributions in achieving employee effectiveness.
3. To shed light on the impact of national culture on the use of recruitment and training methods.
4. To identify the degree of employee effectiveness in Saudi banks in relation to recruitment and training methods.
5. To highlight the role of human resource management in Saudi banks in the recruitment, training and development of skilled and qualified employees.

This problem will be discussed according to the following questions:
1. What are the Saudi banks’ recruitment strategies for achieving employee effectiveness?
2. What are the methods of recruitment and training development applied by Saudi banks to enhance employee effectiveness?
3. How does the culture of Saudi Arabia influence a bank's recruitment, training and development methods in achieving employee effectiveness?

1.6 METHODOLOGICAL BACKGROUND

This research aims to uncover the link between human resource management activities, specifically those of recruiting, training and staff development, and the effectiveness of the staff. In order to reveal this link, the researcher has chosen to examine the banking sector, as represented by a sample of four banks operating in Riyadh City in the Kingdom of Saudi Arabia (National Bank A, National Bank B, Foreign Bank B, and Foreign Bank A). To achieve the objectives of this study and gain useful answers to the research questions, HRM practices (recruitment, training and development) and their contribution to employee effectiveness were investigated. To this end, data were collected on the demographic characteristics of the respondents in terms of age, sex, number of years of service in the banking sector and other qualitative data which characterize each category of the four banks’ employees through a sample of 512 members of staff. As demographic differences were expected to result in variations in the views of respondents on the variables of the study as shown in the study framework, sufficient data had to be collected on how HRM practices are implemented in Saudi banks. This required a triangulation of research methods to collect data. A triangulation approach involves the combination of both qualitative and quantitative data.

For the purpose of this research, and in order to achieve its objectives, the data collection methods were in the form of a questionnaire and personal interviews with HR managers
and their assistants in the four banks as to how they exercise human resource activities related to recruitment, training and employee development and how these impact upon employee effectiveness. A questionnaire was used to collect data from the employees of the four banks because the selected banks can reflect the impact of HRM practices on their employees’ effectiveness, due to their integrated implementation of HRM. Another reason was that collecting data by mixed methods is more accurate and realistic because each complements the other and will thus produce less bias. In addition, the pragmatist philosophy has been utilized in the study, as it assumes that there is a direct and simple relationship between the events and phenomena of the real world and our understanding of them. In additional, is “willing to take anything, to follow either logic or the senses and to count the humblest and most personal experiences”(James, 1907, pp. 79-80).

1.7 CONCEPTUAL FRAMEWORK

This era, which is characterized by sharp competition among business organisations at the local and international levels, imposes great challenges on these organisations in terms of the acquisition of appropriate individuals in order to build human capital able to work effectively, through the investment of individuals’ skills, talents and knowledge, and the development of these attributes through HRM practices.

Since this research analyses the role played by human resource management activities, represented by recruitment strategies, and methods of recruitment and training, it was necessary to develop a conceptual framework for the interpretation of this role. The literature indicates that researchers should draw on recent developments in the field of human resource management in order to conduct such an analysis, relying on an appropriate framework (Bedhwar & Sparrow, 2002). The researcher has, therefore, developed the following model based on the matching model by Devanna et al. (1984 cited in Bratton & Gold, 2007), making some adjustments to fit with the objectives of this research.
Some writers have expressed reservations about the model. For example, Armstrong (2006) argues that despite the selection and mixing the best practice of HRM, there remains a difficulty in the matching model of human resource management, that is, the difficulty in confining the effect of change in one of the variables on other variables. However, the conceptual framework of this research, which was adapted from Devanna et al. (1984), seems to overcome this difficulty for two reasons. First, it treats all methods of recruitment and training as sub-variables, each with its impact on the employees' effectiveness, which varies in strength. Second, there are widespread calls in the Saudi business environment for elimination of some social cultural obstacles such as constraints on women’s employment, pressure of nepotism and cronyism in employment, and Saudization. Therefore, the researcher has distinguished between social culture and business culture in the research model. In this regard, Dowling et al. (2008) point out that SHRM should work on the development of human resource strategy to be able to match the business strategy. The researcher believes that the matching model is an expression of organisation theory which views an organisation as a whole system consisting of sub-systems that interact with each other and are interrelated. In this sense, Bratton and Gold (2007) have pointed out that in the matching model of HRM, the relationship between the overall strategy of the
organisation and human resource strategy must be a dependent relationship, and HRM strategy must serve organisation strategy.

As this research examines the role of human resource activities in achieving employees’ effectiveness, and is confined to strategies and methods of recruitment and employees’ training methods, the matching model of HRM by Devanna et al. (1984) was adapted in such a way as to clarify the relationship between the variables, consistent with the research problem. The research problem was harnessing of recruitment strategies and methods, and training methods, in order to achieve employees’ effectiveness in Saudi banks. Also, confining the research model to the recruitment strategies, training methods, and methods of recruitment mentioned in the literature, and hence their influence on employee effectiveness, will address the research questions. The first and second research questions relate to how Saudi banks can enhance employee effectiveness through recruitment strategies and methods of recruitment and employee training. In this regard a great deal of the literature has attributed high productivity in organisations, and performance effectiveness of staff, to the implementation of strategies of recruitment and employee selection that are compatible with the competitive strategy of the organisation, and implementing a strategy of training and employee development arising from the performance management systems and objectives of the organisation (Huselid & Becker, 2011).

Regarding external variables that affect HRM practices and their role in achieving the organisational objectives, the dominant Saudi culture has important impacts on many aspects of HRM activities such as the employment situation. For example, the social culture of Saudi Arabia confines women to work in specific sectors such as teaching and nursing for the same gender and there is a remarkable lack of women’s activity in the banking sector. The Saudization policy, which represents the business culture, also forces organisations to recruit new graduates in order to reduce the unemployment rate.

Through the successive explanation of the research variables, it is possible to see the relationship between them as proposed in the conceptual framework.

**Recruitment Strategy Variable:** The crucial thing in any organisation study is to have an understanding of strategy, as it illuminates the organisation’s route or trend. Therefore, this
research emphasizes recruitment and training, particularly the methods. Thus, the intention of containing the strategy variable leads us to pose the question of what are the recruitment strategy and methods applied in the bank? This will highlight the elements of the hiring strategy that the banks emphasize, such as strategies of recruitment sources (external, internal), in addition to recruitment criteria such as employee appearance, behaviour and performance.

**Recruitment Methods Variable:** After the recruitment strategies of the banks are set, recruitment methods take place, leading us to study the question of what are the recruitment methods applied by the banks? By identifying the main methods, an integrated overview will emerge between the outcome of recruitment strategies and methods. In depth consideration is given to in internal and external sources, such as referral, personal, job advertisement, agency, university graduation and e-recruitment. The object of this variable is to show the techniques for attracting applicants that banks use in Saudi Arabia.

**Training Methods Variable:** After considering the pattern for attracting employees, it will be highly important to discover the ways of training and developing them. Training is one of the important HR practices along with recruitment, as it creates the integration of employees attracted to the bank. Therefore, the division of these variables is impossible. Hence this research investigates the training methods implemented in Saudi banks, such as on-the-job training, off-the-job training, videos, lectures, simulations, conferences and courses. The contribution of this variable, along with recruitment, will explain the role of the methods of transferring employee effectiveness.

**Employee Effectiveness Variable:** The contribution of HR practices inside the organisation is perceived in this research under the focus of generating active employees through HR activities. Employees in this research are seen as resources for the organisation. Thereby, the objective of this variable is to assess the relation between employee effectiveness and the main research variables, recruitment and training, i.e. how these practices are linked to and generate employee effectiveness. In regard to recruitment, the discussion examines what methods the banks in Saudi Arabia implement and how these methods meet the core need for the recruitment of the right applicant by the right method at the right time. In addition, it explores training practices to identify the best training methods
that the banks apply to generate active employees with high performance. Moreover, as mentioned before, the focus of this variable is to look at employees' effectiveness from an HRM perspective. Thus, the main output will show the optimum practices implemented by Saudi banks.

**Culture Variable:** Saudi culture is involved as an important element to explain its impact on employees as part of society and business, and how traditions play a role in guiding attitudes and behaviour in the workplace at every level of the organisation. Moreover, it addresses the influences on recruitment and training of Saudi culture through many factors that clash with the principles of recruitment and training as a human resource concept. Whereas HRM is concerned with evaluating human resources to get the right person in the right place by enhancing the self-development through training, cultural factors such as *wasta*, family and tribal relation, in addition to the Islamic perspective on several issues, such as what is deemed women’s work, impose conflicting pressures. Therefore, the focus will mainly be on how the culture affects recruitment and training methods and, hence, employee effectiveness.
CHAPTER TWO: LITERATURE REVIEW

RESEARCH CONTEXT

2.1 INTRODUCTION

This chapter reviews the research context of this study via several disciplines and elaborates into an overview of the main influential factors, such as individual, social, cultural and employment policy.

The system of government in the Kingdom of Saudi Arabia (KSA) is a monarchy. KSA is located in the Asian section of the Middle Eastern Arab homeland. It is bordered to the north by Jordan and Iraq, by the Red Sea to the west, by the Arabian Gulf to the east and by Yemen and Oman to the south. The area of the Kingdom is about 2,149,690 square km. The total population is 28,686,633, which includes 5,576,076 non-nationals. The capital is Riyadh, other main cities being Dammam, Jeddah and Makkah (Datamonitor, 2009).

The Kingdom of Saudi Arabia was officially founded on 21 Jamada Al-Awwal 1351 AH (which corresponds to 22 September 1932) but its roots date back to the year 1157 AH (AD 1744) when the first Saudi state was established by Prince Mohammad Ben Saud. The second Saudi state was formed in the year 1340 AH (AD 1834) by Imam Turki Bin Abdullah, who liberated the city of Riyadh and the rest of the Najd region from the rule of Mohammad Ali Pasha.

In 1945, Saudi Arabia became a member of the United Nations (UN, 2006) and since that time has played an important role in several international forums, such as the International Monetary Fund (IMF), the World Bank, Arab Islamic Financial and Development Assistance Institutions. KSA recently joined the World Trade Organisation (WTO) in 2005 (WTO, 2005).

The purpose of this chapter is to shed light on the modern Saudi Arabia and the impact of the discovery of oil in various regions of the Kingdom. This oil wealth has contributed to
development in many areas, such as education, culture, industry and lifestyles in the Kingdom.

Increasing attention has been paid to education at all levels, both in terms of increasing the number of schools and universities and raising the number of students of both sexes. The number of girls' schools grew from 453 to 10,558 from 1992 to 2007, while the proportion of females enrolled in universities increased to 53% of the total enrolment (Al-Omari, 2007). This development has better qualified Saudi women to work in organisations in both the public and private sectors. However, the culture that dominates Saudi society does not encourage women's employment. In this regard, Al-Munajjed (2010) has pointed out that the unemployment rate of Saudi females amounts to 26.9%, which is four times higher than that for Saudi males.

Some Saudi families, and many Western scholars, believe that Islam prevents women from learning and working outside the home, which represents a major contradiction with Islamic history and the Quranic verses and Hadiths, in which God declares, "Say: Are those who know equal to those who don’t know?" (Holy Quran, p. 459). The researcher asks: is there a distinction between the sexes?

The impact of the dominant culture in Saudi Arabia on recruitment and training policies has been compared using Geert Hofstede analysis. One of the disadvantageous practices imposed by Saudi culture with regard to employment is the prevalence of nepotism and cronyism. In order to reduce unemployment, regulate the labour market, and reduce the reliance on foreign workers (Mellahi, 2007), the Saudi Government adopted a policy of jobs localization (Saudization) in 1415 AH (AD 1994). This policy aims to replace foreign workers by employing Saudi citizens.

In addition this chapter deals with a number of aspects, including economic indicators, the banking sector in the Kingdom, the managerial practices tendency of the individuals and the general situation of employment, including the government procedures aimed at job localization under the Saudization programme.
2.2 **HOFSTEDE’S FIVE DIMENSIONS**

There are significant differences in business culture between the Middle Eastern states and Western countries, especially the United States. Such differences can be demonstrated through the Five Cultural Dimensions described in Hofstede’s studies (Hofstede, 2011): Power Distance, Uncertainty Avoidance, Individualism, Masculinity, and Long-term/Short-term Orientation.

According to Hofstede (1991), the Power Distance Index is an instrument for measuring the range of the power distribution amongst the members in an organisation, how the more powerful members and those without power accept this distribution and to what extent the power is distributed unequally (Kotabe & Helsen, 2008). Uncertainty Avoidance represents the degree of threat that the participants in the same culture feel because of unknown situations (Harzing & Ruysseveldt, 2005). Geert Hofstede’s analysis for the Arab World, including Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, and the United Arab Emirates, argues that the Muslim faith plays an important role in people’s lives (Hofstede, 2011).

Large degrees of Power Distance and Uncertainty Avoidance are common characteristics for this region, which supports the idea that it is expected and accepted that managers are separate from their teams and issue specific orders. High scores for Power Distance (PDI) (80) and Uncertainty Avoidance (UAI) (68) are predominant Hofstede Dimension features for the states in this region. These communities are more likely to follow a sectarian system that does not allow opportunities for citizens to move quickly in and out of the laws, rules and regulations that govern their behaviour and are intended to minimize the level of uncertainty, while differences in the levels of power and wealth among people grow in the society (Hofstede, 2011).

The combination of the two dimensions creates a situation where managers have practically ultimate power and authority and the rules, laws and regulations are developed by those in power to support their own leadership and controls. It is unusual for new leadership to arise from armed revolt - the ultimate power - rather than from diplomatic or democratic change.
The high Power Distance (PDI) ranking is suggestive of a high level of inequality of power and wealth within the community and responsibility belongs to those with a higher level of power, for example in Saudi Arabia reached 95% according to the official Hofstede website. These populations have an expectation and acceptance that governors will alienate themselves from the group and this condition is not necessarily subverted by the citizens, but rather accepted by the community as their cultural inheritance (Griffin & Pustay, 2010).

The high Uncertainty Avoidance Index (UAI) ranking of 68 indicates the community's low level of acceptance in relation to uncertainty. In an effort to minimize this level of uncertainty, stern rules, laws, policies, and regulations are adopted and implemented. The final goal of such populations is to control everything in order to purge or avoid the unexpected. As a result of this high Uncertainty Avoidance characteristic, the society does not readily accept change and does not desire risk (Hofstede, 2011).

The Masculinity Index (MAS), the third-highest Hofstede Dimension, is 52, only slightly higher than the 50.2 average for all the countries included in Hofstede’s study. Western culture would point out that while women in the Arab World are limited in their rights, this may be due more to the Muslim religion than to a cultural paradigm (Hofstede, 2011).

The lowest Hofstede Dimension for the Arab World is the Individualism (IDV) ranking of 38, compared to a world average ranking of 64. This translates into a collaborative society as compared with an Individualist culture and is expressed in a close long-term compliance with the members of a “group”, being a family, extended family, or extended relationships. Loyalty to a collaborated culture is dominant, and overrides most other societal rules (Hofstede, 2011).

There is no doubt that the launch of liberation movements in many parts of the Arab World, which has been termed the Arab Spring, will have a strong influence on Arab culture, socially, politically and economically. The Arab culture has inculcated in Arab citizens the need to obey the laws and regulations issued by any level of leadership, whether in state or in business organisations, or at the level of the tribe. These laws and legislations are now subject to criticism and change, as they originated originally from the centres of power that monopolized power for many years (Sabri, 2011).
Therefore, it is expected that the business culture will change toward democratic leadership instead of the traditional bureaucratic style, which means a reduction in the cultural dimension of Power Distance. It can be noted now that the infection of democracy has moved to the Arab countries that did not get have a change in political power or in the system of government (Schuman & Hauslohner, 2011). In Saudi Arabia, for example, new legislation concerning the rights of women has been issued, which means the start of transformation and liberation of the dimension of masculinity, and reduction in the uncertainty level for both Saudi women and the Saudi community through the higher acceptance of these rules (Martin & Hussein, 2012).

2.3 ASPECTS OF SAUDI CULTURE

The culture of an individual since childhood is influenced by that of his/her family, and because the family is a microcosm of the larger community, it is natural that parents are the first weavers of the beliefs and habits of their children. The parents have the same customs and traditions and values that they inherited from their parents, which predominantly consist of religious, geographical and social influences. Consequently, the result will be a society with values and habits that are not easily abandoned or challenged.

In this regard, many researchers believe that religion has the largest impact on the culture of individuals. Guiso et al. (2006) have pointed out that religious beliefs affect the work and practices of the individual, and have shown the differences between German-Catholics and Americans in terms of farming practices, preferred crops, and even female fertility. Other authors have considered culture as the stable attributes that link the members of a society around a shared knowledge structure that reduces variability in the acceptance of values, behavioural norms, and behavioural patterns (Leung et al., 2005).

On this basis, every society has its own culture that distinguishes it from other communities. However, there are some factors that lead to cultural convergence between the communities. Traditionally, the same religion, geographic proximity, unity of language and, in some countries, skin colour are factors of cultural convergence (Friedman et al., 2005; Stulz & Williamson, 2002). However, recently, cultural convergence has become a subject affected by strong factors such as globalization, advanced technology,
telecommunications, the media, and free movement of people and information (Burgess et al., 2006).

In Arab countries, for example, the majority of the population embraces the Islamic religion, as it is natural that the culture of the citizens is affected by the teachings of the Islamic religion, especially in some Gulf states such as Saudi Arabia and Yemen (Alsoig, 2010). The following subsections shed light on the impact of such culture on most aspects of life in Saudi Arabia, and the desire of many Saudi intellectuals to abandon what they see as artificial habits.

2.3.1 The Characteristics of a Citizen’s Culture

Islam is practised by all native Saudis and governs their personal, political and legal lives. Therefore, to maintain the performance of the five prayers on time is one of the characteristics of Saudi citizens, whereby they leave their shop or place of work to go to the mosque to pray. Moreover, because Islam is the only recognized religion in the country, one can find that Islam plays a key role in the regulation of relations between individuals and groups (Winter & Chevrier, 2008), in addition to its influential role in common behaviours of Saudis even in the workplace (Branine & Pollard, 2010). Other researchers (Abuznaid, 2006) have suggested that Islam generally has a strong effect on social interactions and social relations. For example, younger people are expected to show respect for their elders by greeting them first. However, there are some social customs followed by Saudi citizens which have become part of the social culture which are not related to religion. For example, in the meeting etiquette, men shake hands; good friends may greet each other with a handshake and kiss on each cheek, women generally hug and kiss close friends (females only). Women and men would not greet each other in public.

2.3.2 Business and Culture in Saudi Arabia

According to Stone et al. (2007), the culture of the organisation stems from the social culture, and since many elements of Saudi culture are derived from the Islamic religion, which values human dignity, Saudi employees are very keen not to lose face in front of others and will not put themselves in positions where they risk doing so (Wang, 2008). Even in the workplace, Saudis are honest, generous, and friendly, and consider themselves part of the organisation in which they work. All of this stems from the positive side of
Saudi culture, affected by the teachings of Islam. To confirm this, some researchers believe that Islamic ethics in work lead to the strengthening of the organisation and enhance personal and social relations (Ali & Al-Owaihan, 2008). Therefore, respect and solidarity are customs and social duties that permeate the Saudi Arabia business world and affect the way Saudis handle business dealings.

Saudi culture also influences many aspects related to business. Non-nationals, for example, need a Saudi sponsor (Wakeel) in order to enter the country, the latter acting as an intermediary and arranging appointments with appropriate individuals. The work of agents (sponsors) has become a profession practised by many of the people in the country due to the large number of expatriates working in Saudi Arabia. The agent obtains a residence permit for an expatriate from the Office of Foreigners’ Affairs, and earns high fees from the expatriate because without this authorization (Iqama) the expatriate would be liable to fines and imprisonment (Martin, 2005). This can be considered as a cultural effect on human resource management activities, mainly the recruitment process.

One of the important aspects in this regard is that Saudis prefer to work with people they know and trust. Therefore, business organisations in Saudi Arabia are run as a family and the decision-making process is performed from the top downwards; a bureaucratic style of administration is most likely to be applied in Saudi organisations (Wang, 2008). Another influence of Saudi culture in the business area is that business appointments in Saudi Arabia are necessary. Some Saudi business owners or managers may be reluctant to schedule an appointment until after their visitor has arrived. Appointments should be arranged in accordance with the five daily prayer times and the religious holidays of Ramadan and Hajj, which means that Saudi business culture may cause delays in schedules. This is because the Saudis believe that the source of social culture is the provisions of the Islamic Religion, so we find Saudis less open to other cultures. In this regard, the literature indicates that the limited communications between Saudi people and colonial laws and rules makes Saudis feel proud that they have maintained their culture (Long, 2005). Therefore, we find that Saudis prefer to deal with their fellows, family members, and people who know them, even in doing business.
Centralization in management leads to a large gap in the relationship between managers and workers in Saudi Arabian organisations. People with high authority are expected to issue complete and specific directives to others (Al-Shohiab, 2009). As mentioned earlier, Saudi culture focuses on respect for older people, even in the business world.

2.3.3 Saudi Cultural Impact on HRM

The high birth rate in Saudi Arabia has led to 60% of the Saudi population being in the category of those aged under 21 years of age. Many researchers believe that this is a reason for the high reliance on expatriates in filling jobs in both the private and public sectors (Budhwar & Mellahi, 2006). However, government legislation has been issued which is designed to encourage employment of Saudis instead of foreign workers. This policy, called Saudization, was introduced by Royal Decree No. M/51 dated 23.8.1426 AH (27 September 2005) (Al-Anzi, 2009).

Human resource management activities in Saudi organisations have become captives of this policy, especially the recruitment activity, and as a result the Saudi Government is now facing a great challenge to find job opportunities for graduates (Allen, 2000 cited in Mellahi, 2007). After the policy of Saudization had succeeded in the public sector, the private sector has become the focus of the Saudi Government, but many private sector organisations still believe that Saudi employees are less productive and less loyal than foreign employees (Looney, 2004 cited in Iqbal, 2010).

2.3.4 Women in Saudi culture

A large discrepancy between males and females in terms of education and employment in Saudi Arabia is due to the culture that governed the Saudi society. Saudi families reject women's work in institutions that combine men and women, or what is called in some cases "mixing between sexes". Therefore, one may find that the number of female workers in the private sector is very low, because of the preference of Saudi families for women to work in health, education, and social care (Metcalfe, 2011).

Many researchers, especially Western, believe that Islam is the reason for the low number of women working in Saudi Arabia (Kuran, 2004 cited in Budhwar & Mellahi, 2007). Nevertheless, the researcher refutes these allegations since Islam does not prevent polite
mingling between the sexes. Evidence for this is that many Muslim women in the time of the Prophet Muhammad (Peace Be Upon Him) and at the time of the Caliphs accompanied the Islamic armies in time of war and Islamic conquests to nurse the wounded. Metcalfe (2010) reports that what is happening in some Muslim countries, including Saudi Arabia, is a perpetuation of customs and tribal traditions under the guise of Islam. However, the national culture that controls Saudi society has impacted the Saudi labour market in terms of Saudi women’s participation.

In a male-dominated society such as Saudi Arabia, Saudi women are prohibited from conducting their personal affairs without the consent of a guardian (Mtango, 2004). Such inequality between the sexes will inevitably lead to the loss of women's rights, whether in education or work, travel, movement, and even the expression of their opinions. In this regard some researchers believe that the inequality in education between the sexes is reflected in the fact that education of women at all stages (elementary, secondary, high school and university) remained under the supervision of the Department of Religious Guidance until 2002, while the education of males was regulated by the Ministry of Education (Hamdan, 2005). This was to ensure that the education of Saudi women did not deviate from its basic objectives, such as to prepare women to become good wives and mothers and work in specific areas, such as teaching and nursing those of their own gender (Metcalfe, 2010).

Recently, Saudi Arabia has witnessed progressive development at all levels; educational, economical and social, leading to radical change in the demands of Saudi women, and at the same time to a change in the view of Saudi society about women. Women have begun to demand their rights such as travel, driving a car, and working in various sectors, so, one can find Saudi women working in banks, hospitals, education and managing their own businesses (Metcalfe, 2011).

The achievement of the General Presidency for Girls’ Education has been reflected in the number of schools, colleges and institutions for girls’ education in the Kingdom, which has increased remarkably. Education statistics reveal that the number of students at all levels of education rose from 600,000 in 1969-1970 to some 4 million in 1996. The average annual increase during this period was 7.1% for male students and 13% for females. The number

### 2.3.5 Nepotism and Cronyism (wasta)

Cunningham and Sarayrah (1993) describe wasta (nepotism) as a hidden force within Middle Eastern society and state that an understanding of the phenomenon of wasta is one of the keys to understanding of how decisions are made and people operate within organisations in the Middle East. Al-Meles (2007) notes that the majority of wasta literature shows it in a negative light, especially in its effects on individuals and organisations. Aspects of wasta will be considered in later chapters.

Ali (2009) argues that the selection of employees in Saudi Arabia is influenced by many factors. These factors can be cultural, political, managerial, or educational, and they range from scarcity of qualified personnel, nepotism, rigid bureaucracy, and political considerations to rapid growth in the number of private and public enterprises. The most influential factors in making the selection process subjective and sometimes worthless are personalized relationships or personalism, kinship, regional favouritism, and the presence of a large number of guest workers and employees. Personalism reduces objectivity and prescribed procedure. Abuznaid (2009) adds other influential aspects such as legislation, environment and cultural factors that influence employee behaviour.

Westerners organize their business around discrete deals that are drawn up as contracts or agreements and enforced by a legal system. Other cultures may organize their business around human relationships that are cemented by personal honor, filial duty, friendship, or long-term mutual obligation. Loyalty to cronies is suspect behavior in the West but represents high moral character in much of the world (Hooker, 2008, p. 252).

In practice, for both interview and selection procedures, especially for non-citizens and influential individuals, various forms and lengthy procedures must be completed first. Nevertheless, actual selection is often done subjectively and randomly. Likewise, despite public denouncement and outcry at the use of nepotism, kinship, regional relationships, and
political considerations shape the selection process. Both the tribal nature of the society and communal relationships strengthen nepotism and subjectivity in the selection process. Therefore, managers find themselves forced to comply with common societal expectations to employ relatives and friends (Ali, 2009).

Therefore, as stated by Huselid and Becker (2011), organisations in their efforts to obtain and build an excellent workforce face multiple challenges. Among the most prominent challenges facing the management of human resources in most organisations around the world, especially in developing countries, is the intervention of influential people, some stakeholders and close friends in the recruitment of some of the people in those organisations. The literature indicates that recruitment through nepotism and cronyism is widespread in most countries of the world in varying degrees (Hooker, 2008).

Mellahi and Budhwar (2010) argue that in some societies, this practice can be classified as part of community culture, values and norms. In Saudi Arabia, for example, research confirms the prevalence of nepotism and cronyism in the area of employment opportunities among qualified job applicants. In a survey conducted by the AL Sharq Al Awsat newspaper in Saudi Arabia, the results of which were adopted by the King Abdul Aziz Centre for National Dialogue, more than 60% of respondents (public sector managers and employees, bank managers and employees) expressed the view that nepotism and cronyism have a critical impact on the recruitment process (Al-Souhiel, 2011). In spite of this, employment by nepotism and cronyism is a cornerstone of Saudi culture, but recently many practitioners and academics have seen it as a social dilemma that must be eradicated (Long, 2005).

2.4 SAUDIZATION AND THE WORKFORCE

Saudization means the bringing in of Saudi nationals to replace non-nationals in the labour market in Saudi Arabia. One of the most pressing problems in the labour market in the Kingdom of Saudi Arabia is the exacerbation of the problem of unemployment amongst job applicants; unemployed men and women in the country form about 10% of the gross labour force in the Saudi labour market (ILO, 2011). However, some reports suggest that the rate of unemployment in Saudi Arabia is much more than these percentages (Chaaban, 2010). However, according to a semi-official survey conducted by the Okaz newspaper, the
The unemployment rate in Saudi Arabia has increased to 10.5%, as the number of unemployed reached 448,547, while the number of unemployed in the survey conducted in August 2008 was given as 416,550 (Al-Kess, 2010). The big difference between the unemployment rates mentioned above can be attributed to Al-Fadi (2008) as one of the voices of dissenting opinion, which means that his thinking is affected by a kind of bias.

2.4.1 Need for Saudization

In a country with a population of 23 million people, including 6,144,236 non-nationals (Al-Harbi, 2005), the statistics available from the Ministry of Labour indicate that the number of expatriate workers and their companions had reached more than 9 million on 31 December 2008; the number of expatriate workers in 2008 was 6,999,399, with an increase of 882,408 in 2007 (Ministry of Labour, 2008).

The reason for the increased employment of expatriates in the Kingdom of Saudi Arabia dates back to the first half of the 1970s, when an economic boom began in the Kingdom which required the recruitment of personnel from outside the country to meet development needs and for the establishment of infrastructure projects across the Kingdom because of the unavailability of appropriately qualified and skilled national cadres. It was intended that this foreign workforce would be temporary until the completion of the training of the national labour force to take their place. What happened was to the contrary; the Kingdom has continued to import foreign workers, who have undertaken a variety of activities such as housemaid jobs as a kind of social luxury for their employers (Ministry of Labour, 2008).

The Deputy Minister of Labour has pointed out that in spite of the positive effects of migrant workers, both in terms of their contribution to economic development and in overcoming the significant shortages in the workforce, there have been negative social and economic impacts, such as a disruption to demographics, an imbalance in the labour market, and the high rate of unemployment, in addition to huge financial remittances sent outside the Kingdom (Hamid, 2010).

2.4.2 Impacts of Saudization

As mentioned earlier, Saudization means bringing citizens to replace non-citizens in the labour market. Article No. 0.3 of the Labour Document, issued under Royal Decree No.
M/51 dated 23/8/1426 AH (27 September 2005) states that “Work is a right of the citizen, and no one else may be exercised only after the availability of the conditions stipulated in this system” (Experts of the Council of Ministers, 2005). Perhaps the most famous decision regarding Saudization, that of the Council of Ministers No. 50 on 21/4/1415 AH (27 September 1994) stipulates that each organisation employing 20 people or more must increase the Saudi labour force by not less than 5% of the total employees annually (Experts of the Council of Ministers, 2005).

Given the importance of the effects of the Saudization policy on private sector organisations, a number of researchers have addressed this topic in depth. Al-Anzi (2009) aimed to explore the effects of the implementation of the Saudization programme on the practices of HRM (recruitment and training development) in Saudi banks eight years after the creation of the programme. The researcher collected the required data through a questionnaire distributed to HR managers in private sector organisations in Riyadh, with data analysis aimed at measuring the relationship between Saudization and the rate of foreign employee turnover. The results showed a weak relationship between these variables because of the applicability of the study variables to the foreign workforce, which were not applicable to employees nationwide. The researcher also states that there were a number of deficiencies in the Saudization programme which had not been appreciated, such as law and policy.

Other researchers have examined Saudization as a tool for reducing unemployment rates. Fakeeh (2009) conducted an analysis of the reasons for the lack of equilibrium in the labour market in the Kingdom of Saudi Arabia which had resulted in a rise in the unemployment rate. In order to evaluate the solution suggested by policy makers in the Kingdom, data were collected from several sources, such as government statistics on unemployment and the number of foreign workers, in addition to discussing the matter with academic specialists in this area. The study sample comprised HR managers in industrial organisations in Jeddah who were interviewed. The results of the study showed that the Saudization process is very expensive from the private sector perspective, while Saudi workers see Saudization as providing them with a great advantage, as it is their weapon for confronting the private sector.
Saudization, as with any other government policy, includes positive impacts but also faces obstacles that impede the effectiveness of its implementation. Al-Dosary et al. (2005) have pointed out that Saudization has played a role in reducing the percentage of foreign employees, which may affect the unemployment rates among Saudi workers. However, the negative effects of Saudization are represented by the low competitiveness of organisations at the regional level and the decrease in foreign direct investment, which will cause a reduction in the tax revenue from foreign investors. According to Al-Dosary et al. (2005), the application of job localization in Saudi Arabia requires shared efforts and collaboration between the government, the private sector and the whole of society, and the paying of greater attention to skills improvement by strengthening education and vocational training.

Similar workforce localization is taking place in many countries in the Gulf area. For example, Ingo (2010) has presented a study aimed at providing concrete steps for organisations to help them in conducting job localization effectively. Semi-structured interviews were conducted with HRM managers in both the public and private sectors in the United Arab Emirates. Ingo (2010) points out that there is a significant diversity in the understanding of the terminology and its meaning. The respondents’ perceptions of Emiratization varied from considering that education and training are necessary for utilizing these natural resources, to the perception of formal recruitment causing a decline in the levels and profits of services. Therefore, Ingo (2010) suggests that the optimum practices of HRM can generate better employment procedures.

2.5 THE BANKING SECTOR

2.5.1 Introduction and Historical Background

Historically, banking operations began in the Kingdom of Saudi Arabia at the beginning of the 20th century, when the idea of establishing the first bank in the Kingdom, in 1922, derived from a religious motivation. The objective of this was to meet the needs of pilgrims coming from the East Indies, especially from Indonesia. This was followed by the establishment of a branch of the Dutch Trading Company in Jeddah in October 1926. In 1927 the bank began to provide services to the pilgrims of East India, in addition to exercising the functions of a central bank, such as maintaining the Kingdom’s gold reserves and controlling monetary exchanges (Al-Khafrah, 2010). This situation continued until the
establishment of the Saudi Arabian Monetary Agency (SAMA) in April 1952, which acted as the governor and regulator of money supplies and the banking sector in the country. It is possible to summarize the main tasks of SAMA as follows:

- To install and support the value of the Saudi currency within the country and abroad.
- To assist the Ministry of Finance in unifying the aspect of the country’s financial status which is helpful to the deposit of state revenues.
- To provide advice to the government with regard to putting money into circulation.
- To control the system of commercial banks and exchange houses which buy and sell foreign currencies (SAMA, 2010).

Saudi Arabia has a well-developed banking system that follows international regulation norms. SAMA, the banking sector regulator, is also a member shareholder of the Bank for International Settlements in Basel, Switzerland. In order to gain World Trade Organisation (WTO) membership in 2005, Saudi Arabia liberalized licensing requirements for foreign investment in financial services. The government also increased foreign equity limits in financial institutions from 40% to 60%. SAMA has granted licences to ten foreign banks to operate in the country. In 2007, the banking sector witnessed significant developments in comparison with preceding years. During the year, total bank deposits rose by 21.4% to SAR 717.6 billion (around USD 5,191.6 billion) against an increase of 20.8% in 2006. However, commercial banks’ profits dropped by 12.7% during 2007 compared to 2006. During the year, banking credit and investments increased by 19.8% to SAR 760.9 (around USD 202 billion) during 2007 against an increase of 6.6% during the same period in 2006 (Datamonitor, 2009). During the year 2011, total bank deposits rose by 5.4% compared with 2010, and commercial banks' profits rose with 16.4% in the year 2011 compared by 2010, while banking credit and investments increased with 2.75% in 2011 compared by 2010. This means that the Saudi banking sector continues to grow, especially in the rates of profitability, in spite of the negative effects of the global financial crisis (SAMA, 2012).

### 2.5.2 Banking System

The banking system in Saudi Arabia is characterized by a high degree of profitability and stability and is, as has been mentioned, regulated by SAMA. The banking sector in Saudi Arabia includes eleven Saudi-owned banks, and eleven branches of foreign banks (Library of Congress, 2006). The National Commercial Bank is the largest bank in the Kingdom and
is run by the government. It was the first national bank to be established in the Kingdom (in 1953). Its capital did not exceed USD 8,000 when founded, but it is now one of the largest Arab banks, with total assets exceeding SAR 209 billion and operating according to Islamic Sharia (The National Commercial Bank, 2012).

There have, historically, been serious attempts around the world to establish financial institutions which do not deal with usury (Ribā), for example in Malaysia in 1940 and Pakistan in 1950. These attempts resulted in the establishment of the Dubai Islamic Bank in 1975, providing banking services, financing and investment structured on a non-usurious basis. This was followed by the spread of Islamic banks in various parts of the world, even to non-Muslim countries (Al-Zaatari, 2007). Since the prevailing national culture in the Kingdom of Saudi Arabia has close links with the Islamic faith, more than 60% of the banks operating in the Kingdom are Islamic (Almorki, 2010). Ribā or usury from an Islamic perspective means charging any kind of interest rates on the debtor (Nomani, 2003). Under a usurious contract, the creditor gets extra money from the debtor, to be added to the original value of the debt, which is forbidden in Islam (Almorki, 2010). Therefore, the lending process in banks forbids Ribā, and no interest is paid on customers’ deposits.

2.5.3 Attraction of Foreign Banks

Saudi Arabia recently began opening the market to attract foreign banks. In 2000, the Gulf National Bank (Bahrain) began its operations in the Saudi market, followed by the Emirates Bank International, the National Bank of Kuwait, and the National Bank of Bahrain, in 2002.

According to Hafez (2010), one of the most important achievements of the Saudi banking sector during the last five years has been its ability to deal with the repercussions and consequences of the global financial crisis which adversely affected the economies of most countries of the world, and caused the collapse and bankruptcy of a number of giant banks and financial institutions. Hafez suggested that the reason for the low impact of the global financial crisis on Saudi banks is that the latter employ Islamic banking tools and have distanced themselves from usury. This was one reason for the popularity of Islamic banking worldwide.
The validity of this assumption has been confirmed by many bankers, and in this regard it is appropriate to quote a statement from the French Central Bank Governor: “The Islamic banking products are a safe haven in crisis” (Azzam, 2009, *Aawsat* newspaper, section 58), and during and after the occurrence of the global financial crisis, the attention paid to Islamic banks and their banking tools increased. This was because the global financial crisis and the effects of its intensification resulted in the bankruptcy of many giant banks in the USA, with these effects extended to affect banks and financial institutions which had no role in the occurrence of the crisis. The interdependence of the global banking system through a network of correspondents and mutual investment among banks has inevitably led to a degree of influence, depending on the relationship between a country’s economy and the US economy and the relationship between banks and US banks (Noyer, 2009). SAMA played an important role in removing the spectre of the global financial crisis from the Saudi banking system through the prudent monetary policy pursued by SAMA, in addition to a strong banking system and a series of measures and steps taken by SAMA to enhance the levels of liquidity in Saudi banks.

Saudi banks are now providing services to their customers around the world with the highest levels of form and style that meet customers’ needs and aspirations for the future. This is represented by the expansion of Saudi banks through their branch networks and the network of electronic banking services. The number of branches at the end of the second quarter of 2010 had reached 1,561 and that of automated teller machines (ATMs) reached 10,462, in addition to 65,775 devices at point of sale (Hafez, 2010).

As one of the leading economic sectors in the region, Saudi banking has witnessed remarkable progress, relying in this area on the further progress made in information and communication technology, in order to provide customers with a comprehensive and sophisticated range of electronic banking services which enable customers to perform their banking and financial transactions quickly and safely (Hafez, 2010). The evidence for this is the rate of expenditure of the Saudi banks in developing the technological infrastructure, which has amounted to SAR 720 million annually, or the equivalent of USD 190 million annually, distributed among the acquisition of electronic systems, products of technical support, and internal and external Internet services. All of this has led to the Saudi banking sector occupying a prominent place in the global banking system. Among the most
prominent banking services provided by the network of ATMs across the Kingdom are the identification of account balances, services for cash withdrawals and deposits, transferring between accounts, paying credit card bills, and paying utility bills such as electricity and water (Al-Bassam, 2003).

The Saudi banking sector has also implemented a pioneering step in this area, in the launch of ATM services for the blind, enabling this group of customers to identify the balance of their accounts, make withdrawals and pay bills easily through audio and the use of Braille, as well as a huge network of points of sale, and many other electronic banking services (Al-Bassam, 2003).

2.6 MANAGEMENT PRACTICES IN THE MIDDLE EAST AND SAUDI ARABIA

In this section, the administrative process will be discussed in terms of the roles of managers, the qualities required of them, and the skills needed to achieve goals effectively and efficiently.

Taking into account that the importance of these qualities and skills critically vary from one manager to another, this variation can be attributed to several factors, such as gender, age, culture, the level of education and the size of the organisation (Elyachar, 2002), it is clear how the role of these factors is deployed, especially through the demographics in the Middle East in general and in Arab countries in particular. Some Arab countries are governed by strict cultural norms which prevent women's access to certain managerial levels, especially in private sector organisations. The most critical barriers limiting women’s opportunities are the social norms and the provisions of the Islamic religion, which forbid women being alone with strangers (Al-Lamki, 2000). In contrast, some of the literature indicates that one drawback in the development of women administratively, is largely attributable to the nature of Arab women, especially in Saudi Arabia, where they prefer to work in government departments because of appropriate working conditions and where benefits are often more favourable (Metcalf, 2008). In spite of this, it can be seen that some countries in the region give women greater opportunities for development and creativity through following international trends (Carter & Weeks, 2002).
One can see this clearly in many Arab countries, such as Jordan, Egypt and Bahrain. On the other hand, specialists in the labour market have claimed that some Arab countries have found themselves compelled to attract women to the labour market in order to reduce the size of the expatriate workforce (Alder, 2009), in spite of this trend being regarded as contrary to the social norms and religious laws. Labour market policies have created new job opportunities for women, especially in the public sector in Saudi Arabia and the United Arab Emirates, through Saudization and Emiratization (Looney, 2004). In Saudi Arabia for example, there are incentives for organisations to hire women, under the terms of the policy of Saudization, so the employment of Saudi women in organisations has bloomed in recent years, in many domains (Sadi & Henderson, 2010). However, at the management level, business organisations in the majority of countries in the Middle East still need to take advantage of Western managerial expertise (Summits, 2007).

2.6.1 Technology Engagement

The traditional definition of management refers to the roles of the manager (planning, organizing, controlling). Robbins and Coulter have defined management as "coordinating work activities so that they are completed efficiently and effectively with and through other people" (Robbins & Coulter, 2005, p. 7). Each activity mentioned in the definition has become a science in itself, and the practices performed by managers - human resource management, knowledge management, information management, and technology management - are examples of the variety of functional management practices, in which some authors have noted the crucial role that technology plays in achieving competitive advantage and working towards further growth and development (Chan et al., 1993). Despite the lack of consensus, there is some agreement in the literature of business that technology aims at developing products or services, processes and management (Kedia & Bahgat, 1988). Management technology has been defined as follows: "The management technology relates to the knowledge used in operating a business" (Yavas, 1997, p. 280). It is an embodiment of the traditional management of the framework for the quantitative functional aspect of management skills.

Researchers such as Chiou et al. (1996) view technology ownership as a critical factor in management development. The possession of technology does not mean that the stock of
technology has to be manufactured in the same country, but can be acquired through importation from other countries (Yavas & Cavusgil, 1989). Others believe that the specialised training courses managed by international organisations and formal educational colleges are one of the means of technology transfer aimed at management development (Tsang, 1994).

In order to build the human and intellectual capital for both public and private sector organisations, the Government of Saudi Arabia followed the path of education for development. The King Fahd University of Petroleum and Minerals includes a business school known as the College of Industrial Management (CIM) which, since 1976, has offered a Bachelor of Science Degree in Industrial Management and a Master of Business Administration programme. CIM comprises several departments, including Accounting, Management and Information Systems (MIS), Finance, Management, and Marketing (Sohail & Shaikh, 2004).

The importance of intellectual capital lies in its being a repository of knowledge, information and expertise possessed by the human resources working in an organisation (Pablos, 2002). Other practitioners have pointed out that intellectual capital refers to the intangible values that enhance the organisational capacity for achieving profits currently and in the future (Pablos, 2002). This simply means that managers and their knowledge, expertise and skills and any other tacit knowledge, in addition to their personal attributes, such as a love of learning and a spirit of innovation and creativity, are considered as a whole, and are the main part of an organisation’s intellectual capital (Bonti, 1998).

### 2.6.2 Contemporary Management

In order to obtain contemporary management know-how, developing countries send students abroad, but the majority of them may remain in order to acquire a job. One of the most important efforts aimed at management development in the Kingdom of Saudi Arabia is sending Saudi students abroad, in particular to the United States, for business education. However, the critical issue is that all Saudi students return home, which means that the process of management development is on the right track in Saudi Arabia and is better than the situation in most other developing countries (Curtiss, 1995).
In one study on management development in the public sector in the Middle East (Dixon, 2008), the need to address multiple aspects such as performance, effectiveness and efficiency has been pointed out, in addition to discussing the problems that have occurred or may occur in the real world. A training programme of 15 weeks of full-time study and commitment may create a number of advantages, such as the exchange of knowledge between participants, particularly with regard to models of contemporary management.

In contrast, a field study was conducted by Yavas (1997) with 115 Saudi managers who had completed their undergraduate studies in the US, asking them to arrange certain management skills in terms of their importance, acquisition and application from the viewpoint of those in the study sample. The results indicated that marketing skills were seen as most important from the standpoint of the Saudi managers, followed by attracting skill, and then by finance, cost accounting and negotiation, while forecasting and computer data processing took the lowest rankings in terms of significance.

Overcoming the phenomenon of the non-completion of management skills in Middle Eastern organisations, both public and private organisations require managers to believe that teamwork can ensure the exchange, learning and mastering of skills between team members. The importance of managerial roles pertains to changes in the business world introduced by a number of issues, such as globalization, information, the communication technology revolution and others (Zablah et al., 2004). Management functions are no longer concerned only with planning, organizing, leading and controlling; managers in today's business environment are now dealing with several challenges. Some of these challenges have been identified as involving corporate ethics scandals, global economic and political uncertainties, and technological advancement (Robbins & Coulter, 2005). Other authors have pointed out that the main challenge facing Middle Eastern and Arab managers is the lack of knowledge and knowledge management, because knowledge is extremely important when dealing accurately with economic change and is a major contributor to increasing growth in Middle Eastern and Arab countries (Doumato & Posusney, 2003).

Middle Eastern and Arab managers have to develop their managerial skills, especially their technical skills, in order to learn how to generate and manage this knowledge. For example, to coping with globalization has led to some Asian countries such as China and India
making changes in public and private sector organisations, including structural changes, and the development of productivity and the workforce to be able to keep up with developments in the world (McMillan & Rodrik, 2011).

2.7 SUMMARY

The discovery of oil has had a great impact on development in the Kingdom. This rapid development is made up of multiple aspects, such as education, culture, the workforce situation and others. Women’s rights have also been influenced by this development and today we can find Saudi women working as doctors, nurses and teachers and in business.

The number of schools, colleges and universities has increased dramatically and because of the high per capita GDP, Saudi citizens and organisations have been dependent on expatriate workers. However, the Government of Saudi Arabia is now taking serious steps aimed at the Saudization of employment, especially in the public sector.

The localization of jobs requires a joint effort from both the public and private sectors. In this regard, one can find a number of training and development institutions in Saudi Arabia for facilitating the process of Saudization.

Consideration of the need for banking in the Kingdom of Saudi Arabia began in 1926, when there was a requirement to find a body to provide banking services to the pilgrims from Indonesia in particular. This resulted in the Dutch Trading Company establishing a branch in the city of Jeddah which began trading in 1927, as well as performing some central bank functions such as maintaining the gold reserves of the Kingdom and monitoring the activities of the exchange. Nowadays, the banking system in the Kingdom is characterized by a high degree of profitability and stability, providing a wide range of advanced banking services, including electronic services, through eleven Saudi-owned banks and eleven branches of foreign banks, all governed by the Saudi Arabian Monetary Agency (SAMA).

Part of the chapter has addressed the administrative process, in terms of the roles assigned to managers, and the qualifications and experience which should be available to them in
achieving goals effectively and efficiently. The researcher has reviewed some of the constraints imposed by the dominant culture in most countries of the Middle East on the various duties and administrative practices, especially in Saudi society. These constraints relate mostly to women's work and the pressure faced by managers as a result of the practice of nepotism in employee recruitment. Setting these issues in a wide theoretical context, the following chapter will review literature on the activities of HR practice regarding recruitment and training, the behaviour of employees in relation to those practices and the achievement of employee effectiveness.
CHAPTER THREE: LITERATURE REVIEW

3.1 INTRODUCTION

Human resource management activities in today's organisations are no longer limited to the announcement of job vacancies, receiving applications for employment, and the selection of applicants to fill the jobs. Instead, they must prevent personal factors such as cronyism and nepotism which may interfere in the hiring process (Sullivan & Nadgrodkiewicz, 2008), in addition to monitoring the compliance to working hours and many other of the more traditional functions.

Today's organisations address this problem by developing a specialised department for human resource management within their organisational structure. HR departments have a critical role in ensuring the profitability and continuation of an organisation in the competitive and fast-moving environment experienced by the world today (Haroon, 2010). The following figure illustrates the most important HRM activities:

As shown above, the process of recruiting employees is a follow-up activity to the process of human resource planning; this function helps managers to ensure that the organisation
has the right number of employees in the right place (Robbins & Coulter, 2005). Other researchers have indicated that although there is a question which needs an answer in order to complete the construction of a comprehensive strategy for finding applicants, the question is: what kind of individuals will be recruited by the organisation? Thus, in terms of skills, knowledge, qualifications and abilities, the HR process is a road map for the recruitment process (Breaugh & Starke, 2000). Some researchers argue that the processes of recruitment and selection are in the vanguard of HRM activities (Taylor, 2006).

One definition of HRM is as a "strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantages, this being achieved through a distinctive set of integrated employment policies, programs and practices" (Bratton, 2007, p. 7). This means that the success of an organisation depends on the people working for it. Therefore, the methods and resources of obtaining such people call for more focus on the recruitment process. HRM has become a part of the organisational strategy by focusing on the organisation’s resources, rather than by looking to the outside by applying the resource based view (RBV) of the human resource management system (HRMS). This represents the form of the HRMS which will help the organisation maintain a competitive advantage (Breaugh & Starke, 2000). The philosophy of SHRM views HRM practices as a resource with a large role in achieving profitability (Huselid & Becker, 2011). The RBV assumes that human and other organisational resources are not mere financial or material resources, but they are resources difficult for others to emulate, which remain as a main contributor in achieving competitive advantage for the organisation (Richard & Johnson, 2001).

This chapter reviews the literature on recruitment methods and sources, and the suitability of each for finding and attracting the individuals most responsive to the requirements of the desired levels of efficiency. The process of recruiting the best individuals is not sufficient in itself without being followed by the process of refining the talents and skills of these individuals to increase the degree of their effectiveness in achieving the goals of the organisation. Thus it was appropriate to explore the importance of training and its various types, and ways of designing the training strategies and plans aimed at employee development, in turning these individuals into human capital which the organisation is proud to own.
The reason for choosing these two aspects of human resource management activity is their effectiveness in influencing the behaviour and performance of employees, especially if supported by other HRM practices, whereby rewards play an important role in modifying employees' behaviour and making them more effective.

The chapter is organized to cover the main issues of interest in this research: recruitment, training methods and the generating of employee effectiveness. However, it also addresses discussion of the relations between the study factors and other related scopes, because of the strong links between the practices of HRM and organisational goals such as profitability, productivity, and competitive advantage.

### 3.1.1 Research Theoretical Background

The model of this research was built based on organisation theory, which views the organisation as a whole system that consists of sub-systems linked to each other through interrelated, interactive relationships.

A lot of the literature defines the firm as a complex organisation that consists of multiple individuals who seek to achieve specific goals (Grant, 1996). Other authors report that organisation theory is more likely to be related to the organisational structure, because it focuses on the relationships between the organisation’s sections. The literature also discusses the characteristics of the organisation through the definition of the organisation. Robbins and Coulter (2005), for example, have defined the organisation as a purposeful gathering of a group of people working to achieve certain goals. As long as the organisation seeks to achieve certain targets in the short and medium term and other targets in the long run, there must be integration of the components of the organisation through strategic planning to achieve these goals.

Nowadays, the greatest challenge that faces organisations in achieving their goals and maintaining their survival and continuity is the acquisition of human resources able to manage other organisational resources effectively. Therefore, and according to organisation theory, the Human Resource Management Department is one of the components of the whole organisation. In other words, the organisation as a whole system includes the HR
department as a sub-system which must develop its goals consistent with the strategic goals of the organisation. Accordingly, the business environment in this era is witnessing a horse race between organisations to get the best resources, including human resources. Based on organisation theory, human resource strategy must be highly harmonized with the general strategy of the organisation in terms of the activities of human resource management. Some authors have even suggested that it is difficult academically to study and understand the strategic management of human resources in the absence of sufficient knowledge about strategies (Boxall & Purcell, 2008).

Since each organisation strives to accomplish its general strategic goals, the sub-strategies of departments have to reflect the general strategic goals of the entire organisation. This means that human resource management, which is designed to provide other departments in the organisation with the required human resources through a series of activities starting with recruitment activity, must direct its efforts to recruiting the people who are capable of achieving the organisation’s strategic goals, in terms of talent, higher skills and distinctive competences. Recruitment strategies, recruitment and training methods are used as variables in this research to examine how they can contribute in achieving employee effectiveness. The assumption of such a link is strongly consistent with implicit theories about human resource management, which assume that the greater use of HR activities is linked with higher levels of organisational performance (Gardner & Wright, 2009). Many researchers have pointed out serious attempts to interpret the significant linkage statistically between HR practices and some characteristics of organisational performance and behaviour (Wright & Nishii, 2007). Employees’ effectiveness in achieving customer satisfaction is very important, especially in service organisations, which include banks, and because the organisation is an open system which affects and is affected by both internal and external environment, theories view the organisation as an entity working on its activities to be appropriate and compatible with the composition of the social environment, in order to gain acceptance and legitimacy according to stakeholders' perspectives (Huselid et al., 1997).

External stakeholders, as shown in the adapted matching model of human resource management, consist of political, economic and cultural forces. These external forces have a great impact on the internal forces represented by organisational mission and strategy,
organisation structure, and human resource management, and many authors attribute organisational accountability and the social credibility of an organisation to both external and internal forces (Kaplan & Henderson, 2005).

On this basis, the model and the content of this research was designed to include the direct impact of human resource management activities represented by recruitment (strategies and methods) and training methods on the staff of Saudi banks in terms of their effectiveness, taking into account the effects of external forces, such as the policy of Saudization, which are considered to affect business culture and social cultural forces.

All of these forces play a role in determining the methods and sources used by organisations to recruit staff, how they train employees by and how they confronting culture obstacles. In Saudi banks, for example, the Saudization policy has forced them to focus on new graduates in order to gain social and formal acceptance.

3.2 RECRUITMENT

Historically, it could be argued that organisations believed that the most important goal of the recruitment process was to mobilize the largest possible number of employment seekers, which these organisations justified under the pretext of reducing the cost of recruitment (Wanous, 1992). Others, including Morse and Popovich (2009), saw that the traditional philosophy of recruitment was no more than the selling of the organisation to outsiders. According to some researchers (Singh & Finn, 2003), organisations have relied on traditional methods of recruiting employees, such as newspaper advertisements and employee referrals, which were based on the use of relatively low-tech approaches.

Today's business environment has forced organisations to change their perspectives about the recruitment process because of the influence of a number of constraints on recruitment activities. According to one piece of research (Cascio, 2003), reductions in the labour pool brought recruitment the greatest organisational attention. Another suggested reason (Thompson & Aspinwall, 2009) is that the supply of qualified workers will never match the demand in the labour market. Moreover, it could be argued that this is especially true in some professions and disciplines, such as nursing, brokering in the financial markets, banking, certified public accounting, and education (Alhusary, 2006).
Some authors also pointed to a critical issue, which is the compatibility between the expectations of the applicant to occupy the post, in terms of the benefits that will be obtained by accepting the role, and what will actually be presented by the organisation (Noe et al., 2008). It has also been highlighted that employees’ requirements are changing: “Today's employees are becoming increasingly concerned with balancing their work and family lives, and they are said to highly value organisations that help them achieve this balance” (Thompson & Aspinwall, 2009, p. 196).

These challenges and others have developed the concept of the recruitment process to one of an organisational strategy that includes those practices and activities carried out by the organisation with the essential objective of describing the employees needed based on their skills, qualifications and abilities, and then attracting them in order to hire some of them (Breaugh & Starke, 2000).

The most important characteristic of the recruitment process in this current era is that it has come to be aimed at putting the right person in the right place (Knowles et al., 2002). This goal was emphasized in the human resource literature. According to Croy and Duggan (2005), a company's most valued asset is its human capital, as it makes the difference between success and failure (Croy & Duggan, 2005). Therefore, the recruitment process should be carried out using a systematic approach to achieve the recruitment goals successfully. The figure below shows a model for the organisational recruitment process:
The figure shows that the first stage of the recruitment process is to identify targets. This stage is very important because without specifying clear objectives, the recruitment strategy will become meaningless (Rynes & Barber, 1990). Some authors have indicated that recruitment must be managed through a systems approach (Carroll et al., 1999), and that the systematic procedure of recruitment can be performed in four stages, each of which constitutes a sub-system which interacts with the other three, and all interact with the recruitment process as a whole (Lewis et al., 1997). These stages have been defined as follows: an evaluation of the vacancy in terms of its need to be filled or not; the strategy development of who, where and when to recruit; the preparation of the job's analysis; and the listing of the person specification (Carroll et al., 1999). The most important aspect in this phase, as stated in the human resource management literature, is that there must be a broad consensus between the HR strategy and the organisational strategy (Sheehan & Scafidi, 2005). In spite of the integration of HRM activities within the organisational strategy, there is recognition that the strategic role of human resource management is still in the process of verification (Michelson & Kramar, 2003). However, human resource
management can impose a strategic role by harnessing its activities and practices to supporting the philosophy and strategy of the organisation (Mayer, 2008).

3.2.1 Optimum Practice

In order to enhance its strategic role in organisational success, HRM must design the recruitment plan after close coordination with the other departments within the organisation (Mayer, 2008). In this regard, some researchers have suggested that the plan should hold answers for questions such as: when to begin recruiting? What is the most appropriate text of the message to be delivered to the targeted applicants? Who are the recruiters (Breaugh, 2008)? Several studies are unanimous in including at this stage a focus on the targeted person, referred to by the term “Person Centred” (Alvesson & Willmott, 2002). In this approach, the recruitment plan should align some key questions with the recruitment goals, most of these questions taking account of the intangible qualities within a person, such as values and attitudes, and whether they match the organisation's beliefs (Townsend, 2007).

The most critical issue which should be taken into account is the cost of attracting and training new candidates (Zottoli & Wanous, 2000). Therefore, in some cases, the recruitment allocation should be one of the largest items in the whole budget, especially if inexpensive resources, such as employee referrals, are not sufficient. Organisations incur considerable costs in recruiting and training new employees. Recruiting costs include advertising expenses, expenses connected with liaising with universities and other sources of prospective employees, the cost of the analysis of the applications to ensure that the qualifications and skills required are available, and then the salaries of those who are employed (Ehrenberg & Smith, 2002). Thus, organisations must bear the following in mind:

Because of the cost of recruiting and training workers, employers must decide on an overall hiring strategy. Firms choosing a high wage strategy generate many applicants for each opening and can be selective, taking only trained, experienced workers. By paying high wages they avoid explicit and implicit costs of hiring the inexperience (Ehrenberg & Smith, 2002, p. 99).

It must be noted here that HR managers can reduce the cost of screening job applicants and, at the same time, acquire the best applicants. This is achieved as soon as they understand that there is a large gap between knowledge and practice (Ryan & Tippins, 2004).
results in an understanding that performance indicators measure and compare what has been achieved as a result of the diligence of the individual, not the level of intelligence of that individual. Therefore, those organisations which screen job applicants for values have a higher employee performance than those which simply screen for intelligence (Delaney & Huselid, 1996).

Good practice in recruitment requires HR managers to know that the use of certain recruitment tools can affect employee effectiveness and diversity. Employee referrals, for example, affect workforce diversity adversely (Sackett et al., 2001). Good practice in recruitment also requires knowledge of how technology can facilitate a task and reduce its cost. This subject will be discussed later in the context of this research.

### 3.2.2 Recruitment Sources

Before moving to discuss recruitment resources and how to use them, and examining the advantages and disadvantages of each, it should be noted that relatively recently literature has raised a very important topic which can be adopted by organisations in the process of attracting the best applicants. According to one study, organisations are tending now to publish their names, their philosophies and their attributes in order to attract recruits through a technique termed "Employer Branding" (Backhaus & Tikoo, 2004). Employer branding was defined by Sullivan (2004) as a long-term strategy to make the organisation the focus of employees and potential employees, and other relevant stakeholders (Sullivan, 2004). Employer branding contributes to the formation of a positive mental image for potential employees, and even on the level of society as a whole. This drives job seekers to work in a particular organisation because they will reap a number of benefits in terms of a high salary and leave allowances, as well as social respect. Other researchers have defined the term "Employer Branding" as the total of an organisation’s efforts to communicate with current and potential employees (Lloyds, 2002).

In research aimed at developing and validating a scale to assess employer attractiveness (Berthon et al., 2005), the study population involved students at a large Australian university. The study sample consisted of 683 students divided into two samples, the first including 340, the second 343. The researchers used five factors to describe the underlying structure of employer attractiveness. Factor no. 1, "Interest value", evaluates the individual
level of attraction to working in an organisation because of the benefits and inducements offered by the organisation, such as an exciting work environment, advanced work practices, and what employees would call their creations by producing innovative products and services.

Factor no. 2, "Social value", assesses the impact of a fun working environment, good relationships with peers in the workplace, and working as a team on employer attractiveness. Factor no. 3, "Economic value", assesses the extent to which an individual is attracted to an employer that pays a good salary. Factor no. 4, "Development value", assesses the impact of recognition, self-worth, confidence, and the career development programmes provided by the employer on its attractiveness. Factor no. 5, "Application value", assesses the impact of providing an opportunity to employees to apply what they have learned in the workplace on employer attractiveness. The research findings indicated that 153 of the respondents stated that all five factors have a significant impact on employer attractiveness, ranked by the importance of each factor as follows, the most important listed first: Economic, Social, Development, Interest and Application.

The importance of this research lies in its being considered as an intermediate between two stages of the recruitment process; designing the plan and choosing the recruitment source, because it means that an organisation that aims to recruit the best applicants must publish factual and honest information about the working conditions and benefits granted to employees, together with other information designed to attract the required competences.

The extent of the impact of the recruitment process on an organisation differs according to the recruitment resources used. Some researchers consider that there are three recruitment resources: internal recruitment, external recruitment, and walk-in (Wanous, 1992), while other researchers (Hunter & Schmidt, 1990) have described how the recruitment resources themselves may be formal or informal. Whatever the source of recruitment, the goal is to increase the attractiveness of the organisation as an employer by communicating with potential applicants through the message reaching them from a particular source and an effective communication channel (Barber, 1998).
3.2.2.1 Internal Sources

Internal recruitment resources are preferred by organisations because they allow the organisation to fill a vacancy from a known pool of employees and because these resources are under the organisation's control (Hoye & Lievens, 2005). One of the internal recruitment resources is job postings, a form of recruitment advertising (Kotler & Keller, 2000) that can be defined as any internal announcement by an organisation. Employees are considered as a wide pool for job vacancies in an organisation. Internal job postings require issuing a circular regarding these vacancies for all employees in the organisation, which provides an opportunity for employees who have the necessary efficiency, capabilities, and competences to apply for the vacancies (Haroon, 2010; Torrington et al., 2009).

Employee referrals are an internal channel for recruiting highly-skilled employees. Large organisations now depend increasingly on their employees to recruit specific candidates for job openings. Employee referrals are also the easiest source of recruitment because they do not require rigour on the part of the organisation and the onus is on relatives and friends (Kugler, 1997).

According to Nicu and Sturz (2008) and Noe et al. (2008), the personal recruitment inside organisations offers a number of advantages, such as the following:

- The organisation has complete information about candidates, which enables HR to assess each one based on his or her strengths and weaknesses. The advantage of this format is that it can belong to the activity of recruitment and of selection, according to the current researcher’s belief. Its greatest advantage is that the applicants are well known to the organisation (Noe et al., 2008).
- It is easier to attract candidates because they are better known. However, this mixes HRM activities when proposing advantages for using internal recruitment resources because better known candidate can be target by external sources (Nicu & Sturz, 2008). However, other authors are more specific when addressing the advantages of internal recruitment resources for the recruitment process itself. In this regard, the following have been added to the previous advantages (Noe et al., 2008).
- The applicants are relatively knowledgeable about the organisation’s vacancies.
• Using internal resources to fill vacancies is cheaper and faster than using external resources. Meanwhile, it has been pointed out that the main advantage of using employee referrals is that an existing employee, through providing knowledge about the organisation to the targeted person, could attract a strong candidate (Robbins & Coulter, 2005).

At the same time, using internal recruitment resources as a policy could result in the following disadvantages: recruiting from inside an organisation stops the infusion of new blood and limits the number of new applications (Linnehan & Blau, 2003). This could also lead to a reduction in new ideas from outside the business and may decrease the diversity of employees (Tipper, 2004).

3.2.2.2 External Sources

According to one study (Fisher et al., 1993), the formal methods of external recruitment include newspaper, magazine and journal advertising, in addition to using employment agencies and, in the current era, job/career fairs and e-recruitment. External recruitment sources are not under the control of the organisation, as job seekers can obtain information from external sources, such as word of mouth, and publicity. Publicity is an external source of information related to the recruitment process (Collins & Steven, 2002), while Van Hoye and Lievens (2006) define word of mouth as the exchange of information through conversation between friends and relatives or from college instructors, although such information may include negative and positive aspects.

Regardless of which resource is used, in many situations there is a good case for using different methods in combination when looking to fill the same vacancy (Torrington et al., 2009). Research conducted to measure the relationship between the different sources of recruitment and the effectiveness of employees at work by Conard and Ashworth (1986) reported the survival rates in jobs arranged by the recruitment sources used with the following results: employee referrals (61.25%), employment agencies (48.4%), advertisements (44.8%), and walk-ins (58.4%) (Zottoli & Wanous, 2000).

The results of the research in terms of survival rates in jobs were that referrals are more effective than advertisements, referrals are better than agencies, referrals and walk-ins are
of equal reliability, walk-ins are better than advertisements, and walk-ins are also better than agencies. In this regard, the percentage of use for each of the recruitment resources by 803 organisations in 2006 has been listed as follows (Torrington, et al., 2009): Advertising in the local press (79%), Recruitment agencies (76%), Specialist journal and trade press (66%), Word of mouth (49%), Referral (47%), Newspapers (45%), Websites (75%) and Other (11%).

3.2.3 Information Technology in Recruitment

Many organisations are now trying to reduce the use of traditional methods within the recruitment process. This shift has resulted from the rapid development in information and communication technology, where websites have played a major role in changing the functions and methods of recruitment (Kay, 2000). According to Maynard, the Internet has become one of the most widely-used tools in the recruitment process (Maynard, 1997). Before a discussion of the effects of IT on the recruitment process, it would be useful to mention some of the results of studies conducted on the same subject. In this regard, a 1999 survey by the Society of Human Resource Management (SHRM) found that 66% of recruiters (in the study sample) were still using newspaper advertisements for recruiting, but the brighter result is that about 40% of the respondents used the Internet (Berger, 2000).

Information technology (IT) has affected three aspects related to human resource management: the impact on people represented by the effects of IT on employee skills, such as using e-recruitment, the nature of jobs, and organisation function and process (Singh & Finn, 2003). In this area, there are some modern innovations in the field of IT which have been aimed at reducing cost but have also led to the termination of certain jobs, such as telegraph operators, stenographers, and filing clerks (Yates & Benjaimin, 1991). IT also generates new processes and recruitment costs because it provides full information about an organisation (Dineen & Noe, 2009), and on the nature and the advantages of the vacancy, which reduces the time of the recruitment process and the amount of paperwork (Samson, 2000).

Dineen and Noe (2009) argue that the most significant effect of IT on recruitment has been on the recruitment process itself, as the process has become fully automated. It has been pointed out that Coopers and Lybrand eliminated about one quarter of their initial
applicants through online contact (Hogler et al., 1998). Another of the impacts of IT has been reported to be an increase in the speed and efficiency of the recruitment process and access to so-called "Just in time recruitment" (Zall, 2000) by using various means, such as an organisation's website, professional websites and job boards.

In addition to the aforementioned positive effects of information technology on the recruitment process, the advantages of e-recruitment have been summarized as follows: a decrease in the cost of recruitment, a reduction in the time taken for hiring, transparency and achieving a diversity of candidates (Robbins & Coulter, 2005).

### 3.2.3.1 E-recruitment

Organisations are now dependent on IT in the recruitment process, in particular in the advanced way of recruiting employees known as electronic recruitment (e-recruitment). E-recruitment, or online recruitment, is the use of technological means of recruitment by human resource management and/or recruitment agencies to attract employment seekers (Rees & French, 2010).

Organisations can also use technology to attract specific people to work with them, even if they are working in another organisation. It must be noted in this regard that the use of technology in the recruitment process continues to grow, as indicated by one study conducted in Britain which shows that 75% of organisations used their websites in the recruitment of human resources in the year 2007 (Rees & French, 2010).

In the area of human resource activities, the use of technology does not stop with the recruitment function but goes beyond this for other functions, such as the testing of candidates, which is the basis of the selection process (Kerrin & Kettley, 2003). The most commonly-used tools in the e-recruitment process are a job website, an organisation's corporate website or its own intranet (Dineen & Noe, 2009). Applicants place their CVs on the World Wide Web, which can then be drawn from by prospective employers depending on their requirements. The Internet can be used as a significant tool in the recruitment process for both the applicants who are looking for a job and the employers who need to hire certain people to fill the vacancies in their business organisations, where Parry and Tyson (2008) reported that the Internet has developed the way in which people look for work. One can find in the literature much evidence of the importance of online recruitment.
Arthur (2001), for example, stated that 96% of American companies were online, with expected spending on electronic advertising to be USD 460 million by 2006 with an increase of USD 412 million compared to 2001.

Moreover, employers can use the Internet to post and search for potential applicants through several options such as job boards and the organisation website, in addition to employment agencies who serve many organisations in this field (Dineen et al., 2007). As a method of recruitment, e-recruitment has certain advantages: low cost, greater efficiency in the recruitment process as it does not need a long time to recruit, transparency, internal mobility, diversity of candidates (Kapoor, 2009), and the opportunity to cover large numbers of people, enabling organisations to receive immediate feedback (Robbins & Coulter, 2005).

The most significant disadvantage of e-recruitment, however, is that it can attract a number of unqualified candidates. Ultimately, the HR manager needs to monitor the effectiveness of all methods of recruitment to ensure value for money and that the pool of applicants produced by the various methods is suitable. Some authors suggest that information regarding the following should be collected in order to evaluate recruitment resources and methods: the number of completed application forms received, the number of candidates at various stages in the recruitment process, the number of candidates recruited, and the number of candidates retained in the organisation after six months (Iles & Salaman, 1995 cited in Torrington et al., 2009).

3.2.4 Recruitment in the Middle East

A number of business organisations in the Middle East suffer from a lack of competence and reliable performance. This can be attributed to various reasons, such as gender bias, nepotism and cronyism and the cost of effective recruitment methods. In some cases the national culture plays a role in the recruitment process. Research indicates in this regard that more than 75% of respondents to a survey conducted in the Middle East within a "leading recruitment and career planning company" claim they face gender bias when looking for a job (Ataya, 2006).
Since the regions of the Middle East and North Africa are formed of developing countries, their governments are unable to keep pace with growing population pressures and can no longer ensure public sector employment levels sufficient to manage social expectations. Unfortunately, large cohorts of graduates do not have the skills or will to work elsewhere. Widespread informality and pervasive corruption and cronyism hinder the private sector as an alternative employer, and the lack of democratic governance makes it difficult for the region’s governments to seek societal input as to how to reform the economy (Sullivan & Nadgrodskiewicz, 2008). All these factors have cast a shadow, whether on business organisations and job seekers, as they lead to the hiring of unqualified and unskilled people and deprive owners of expertise and efficiency of hiring, which then leads to poor performance and an inability to compete, especially in the era of globalization.

Mellahi (2007) has pointed out that in spite of all these difficulties and obstacles, many countries in the region have made significant progress. This development is particularly noticeable in the Gulf Cooperation Council (GCC) states: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates (UAE). In the past, recruitment efforts focused on attracting foreign workers but some of these countries, such as Bahrain, the UAE and Qatar, are now leading the race to attract appropriate talent to their high growth industries. This is because most of these countries pursue a policy of job localization. Mohammad Al-Harthy, the Chairman of Oman Economic Association, contends that some GCC countries have started to focus on recruiting only rare talent, on the one hand, whereas on the other hand, sustainable development requires such a race to recruit talented people (Alroya Newspaper, 2012).

The challenge is that Middle East markets do not yet have all the structures on the ground to discover and support local talent, but what is assured in this regard in the speech given by Hewitt, as Consulting Business Manager for the Middle East, is that there is a growing focus in GCC countries towards the establishment of educational institutions, specialised universities and training schools to develop and promote key skills and expertise (Haleen, 2009).

There have been serious attempts made by the countries of the GCC for the localization of jobs; this process is part of a policy known locally as "nationalization", which means to
replace expatriate workers with local ones (Madhi & Barrientos, 2003). Nevertheless, GCC countries remain major recruiters of foreign labour and talent. In Qatar and the UAE, for example, almost 90% of the population is not made up of local citizens. Many of the foreign workers are low wage workers from less-developed Asian or Middle Eastern countries employed in sectors such as construction. Mid-level managers and technicians are often expatriates from India, Pakistan or Sri Lanka. At the high end of the labour market, senior managers with regional responsibilities are often recruited from the European Union, in particular from the United Kingdom, France and Germany (Haleen, 2009).

Joseph and Nye (2009) have reported that in other countries in the Middle East, Jordan for example, the Civil Service Bureau is responsible for providing public sector institutions with the staff they need following training and preparation for work. The private sector uses a number of recruitment methods, but increasingly employs e-recruitment. Privatization also plays its role in recruiting skilled people who can achieve organisational goals and limit the role of nepotism and cronyism in hiring job seekers. In a recent survey published in Business Intelligence-Middle East official website, the author pointed out that more than half of the region's employers (52%) have said that using top jobsites is their preferred method of sourcing talent (Business Intelligence Middle East, 2009).

Another survey has been applied in one of the top Middle Eastern recruitment websites. The results demonstrate that Middle Eastern organisations do not apply optimum practice in HR activities, which requires a combination of recruitment methods to be used, and the researcher can attribute this to the cost of other methods compared with online recruitment. The results show a negative indication in that traditional methods of recruitment have now fallen out of use, according to the following results: 11% of recruiters favour newspaper advertisements, 9% prefer talent recommendation via word of mouth, and 7% prefer finding talent through their own career website. Careers fairs, seen as the main method for finding employees in the region, was the preferred method for just 5% of those surveyed (Bayt.com, 2009).

The "Using Online Jobsites" survey conducted by Bayt.com sought to understand from employers just how significant a role online recruitment plays in their organisations and what they consider the benefits of online recruitment to be. From their perspective, 21% of
employers considered the benefit of online recruitment to be because it is faster than other recruitment methods. Another advantage that 10% of employers found is that online recruitment is easier than other methods, while 9% agreed it was further reaching than other methods of recruitment. In addition, 5% of employers felt it was the cheapest method for recruitment, while 4% considered it more efficient. Unsurprisingly, many of those who participated in the poll (40%) considered that there was no one main advantage to online recruitment; its advantage lay in a combination of factors (Joseph & Nye, 2009).

In addition, Budhwar and Debrah (2008) and Budhwar and Mellahi (2007) have illustrated that most Middle Eastern states are distinctive in the sense that the majority of them enjoy high per capita income which allows them to invest significantly in new technologies in a number of sectors. Human resource management practices in most countries in the Middle East are highly dependent on the degree of scientific and social development in the state (Budhwar & Mellahi, 2007). The more advanced a country is in these two approaches, the less its reliance on foreign workers in certain sectors and the greater the nationalization of jobs in the country. For example, it is rare now to see a large number of non-nationals working in banks in most of the countries in the region.

Moreover, technology is playing a significant role in the transfer from traditional practices to more advanced HRM approaches in the Middle East, many business organisations now having their own website, in addition to the ease and convenience of the acquisition of personal computers. This has made it easy for organisations to announce job opportunities available to them through their websites. It has also become easier for job seekers to submit their applications to apply to fill vacant posts (AMEinfo.com, 2004). The trend of organisations towards using e-recruitment, especially in Arab countries, will help free them from the convention of nepotism and cronyism in employee hiring.

3.2.4.1 Recruitment in Saudi Arabia

In a country of 19 million people, over 6 million were non-nationals in the mid-1990s, representing no less than 6% of the working population and more than 93% of private sector employees. The government issued legislation in the mid-1990s which compelled private organisations to employ Saudis wherever possible. Firms also had to increase the number of Saudis employed by 5% a year or face sanctions. However, despite these laws
and regulations, and media hype regarding Saudization, the employment of local people in the private sector has not changed significantly. One reason behind the private sector's resistance to Saudization is that foreign labour is cheaper than recruiting local people. Moreover, the national culture has contributed to two interrelated main factors: the influence of religion and the influence of tribal and family traditions (Gerhart, 2009). Family traditions in some cases, for example, mean that a Saudi worker does not want to come to a business and work opposite a Korean or Filipino; he wants a manager's job from day one (Budhwar & Debrah, 2008).

Public sector employment increased along with economic development at an annual rate of 9% over the period 1975-1995, employment in this sector rising rapidly as the role of public agencies grew. However, the scope of Saudization differs across the private and public sectors, as non-Saudis make up only around 20% of employees in the public sector, while comprising 90% of private sector employment. As mentioned previously, a government decree instructed private firms employing 20 workers and over to reduce their non-Saudi labour force annually by at least 5% and to increase their employment of Saudi workers accordingly (Madhi & Barrientos, 2003).

According to Saudi bank and official private sector organisation websites, they prefer to use online recruitment and professional agencies but a number of large firms, Saudi Aramco¹ for example, depend on internal efforts for training, teaching and developing its workers in several career areas. Professional employment agencies such as Bayt.com and Next Move have contracts with Saudi organisations to recruit potential skilled employees through either the local labour market or foreign markets. The banking sector in Saudi Arabia also relies strongly on these agencies to provide them with experienced employees; this is the practice of the Alrajhi Bank, National Commercial Bank, as well as many other large organisations. The Saudi Arabia Government’s efforts to improve and educate Saudi workers have included establishing specialised universities and training institutions in order to decrease the need for foreign labour and replace it with Saudi personnel, especially in the private sector.

¹ Saudi Aramco: national oil company of Saudi Arabia founded in 1933.
3.3 TRAINING AND DEVELOPMENT

The business environment in the present time is characterized by constant change and intense competition, the technological innovation continuum and the invasion of many global markets by giant multinational corporations, the last being one of the outcomes of globalization and economic cultural openness. Therefore, organisations have become more anxious to develop their resources, whether physical, financial or human, in the belief that without this development, they will not be able to keep pace with the changes around them. The development of financial and physical resources is significant because human resources are assigned to the management of various resources in the organisation, which calls for the acquisition of skills and the capacity to adapt to and deal with all that is new in the business world. Most human resource management literature has indicated that training is the best way to achieve that (Yang et al., 2009).

For this, Human Resource Development is a complementary section of the organisation with Human Resource Management (HRM). Hamlin and Stewart (2011) have pointed out that the existence of human resource management policies is a factor that helps organisations to accomplish successful business. The shift from Training and Development highlights the importance of HRD as a distinguishing factor in organisations that enables them to reach top performance through their workers. Human resource development will be addressed further in forthcoming sub-section.

According to Cipd (2006), organisations in the United Kingdom determine a budget for development programmes coordinated with HRD. The amount of funding depends on the size of the organisations and the Cipd shows that the private sector continues to have a constant budget for development and learning. Moreover, the larger the organisation the smaller the amount spent per person. The spending was GBP 898 per employee in organisations with fewer than 100 employees and GBP 344 per employee in organisations with 500 employees.

Presently, the growing recognition of HRD as a way to reach or achieve a competitive advantage leads organisations to place an emphasis on individuals helping achieve the organisation’s goals (Claydon & Beardwell, 2007). Employees’ training and development activities aim to overcome the skills shortage and have a pivotal role in moving
organisations forward. In this regard, it has been pointed out that organisations who are facing global competition must improve employees' knowledge, skills, competences and attitudes (Kauffeld & Willenbrock, 2010). Training has been defined as a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees (Noe et al., 2008). A considerable body of literature is split between training and development, but it has been reported that development refers to teaching managers and professionals so that they possess the skills needed for both present and future jobs (Denisi & Griffin, 2005).

Traditionally, training has been aimed at teaching both operational and technical employees the basic principles of their jobs efficiently and effectively through providing them with the necessary knowledge to hone their skills and enhance their behaviour towards the use of these skills in their day-to-day activities. Now, however, managers are convinced that achieving competitive advantage and other organisational goals will require changing the perception of training, from simply teaching employees specific skills to focusing on creating and sharing knowledge (Noe et al., 2008). This opinion from Noe et al. can be considered to support the meta-analysis by Colquitt et al. (2000), which found that the skills acquisition (0.44) and training transfer (0.59) ranks had the highest correlation among the variables and these were considered enablers in performance prediction.

3.3.1 Human Resource Development in Training Perception

Some authors do not give the difference between human resource training and human resource development any importance in their writing. Kauffeld and Willenbrock (2010), for example, treat employee training and development activities as one activity, pointing out that the main goals of employee training and HRD are to overcome the skills shortage and improve the whole organisation. However, many researchers and practitioners make a more precise distinction between employee training and human resource development. The American Society for Training and Development (Graber & Rothwell, 2010) consider HRD as the roles and competencies necessary for training professionals. Training professionals does not mean only job-related activities, but a batch of skills, capacities, and capabilities needed to empower the individual. Therefore, it can be said that training is designed to provide the employee with the skills necessary to implement the tasks of current job, while
the development of the individual is designed to enable the individual to exercise different roles waiting for him or her in the future. In this regard, Denisi and Griffin (2005) define employee training as a planned attempt by an organisation to provide employees with job requirements such as knowledge, skills and behaviours, while HRD refers to continuous of learning and teaching aspect to improve skills needed for both present and future jobs.

In their study, Erasmus et al. (2010) have cited the competencies needed for employee development from the perspective of the American Society of Training and Development. These were represented by business competencies, such as planning and implementing assignments and thinking strategically, interpersonal competencies, such as building trust and communicating effectively, and personal competencies, such as demonstrating adaptability and modelling personal development.

Hamlin and Stewart (2011) have presented real evidence of the point made earlier that different definitions of development focus on the future. A variety of definitions of HRD were collected from literature published between 1964 and 2006. HRD was defined by Harbison and Myers (1964 cited in Hamlin & Stewart, 2011) as a process of increasing skills, capabilities and knowledge to all members of society. Werner and Desimone (2006, p. 4) have defined HRD as "a set of systematic and planned activities designed by an organisation to provide its members with the opportunities to learn necessary skills to meet current and future job demands". Some authors attributed the emergence of human resource development (HRD) as a strategic managerial activity, to the high demand for those who are considered as having market value for the organisation in which they work (Kuchinke, 2007).

By comparing the two definitions, we find that the first does not specify who will provide the knowledge and skills needed to develop human resources, nor does it refer to the objective of this development, while the second definition is more accurate, as the authors state that the organisation is responsible for the development of its members to meet the demand for future jobs.

There are some business sectors where the development of human resources is extremely important. In the banking sector, for example, clients expect employees not only to provide banking services efficiently, but also to act as advisors in the areas of investment and other
financial matters (Pertridou & Glaveli, 2003). Furthermore, the development of banks’ employees requires focusing on future skills such as banking technology, competencies of financial analysis, public relationships and knowledge and practice about decisions of the Basel Committee, such as capital efficiency, debt ceiling, and crisis management, in addition to local laws and regulations (Cekada, 2010).

As for the Saudi banks, their administrations are convinced that employee development must include the strengthening of leadership skills, customer focus, problem solving, communication skills and teamwork (Abraham et al., 2001). One of the methods for equipping high-level employees with these skills is to send them to observe and acquire these skills in international banks (Al-Awaid, 2003).

### 3.3.2 Process of Conducting Training

Since training is an organized activity aimed at developing employees’ skills, knowledge and abilities, any activity which has these goals must begin by answering four key questions (Taylor, 1994):

1. What educational objectives should be achieved?
2. What are the experiences needed to achieve these objectives?
3. How can these educational experiences be managed effectively?
4. How can the effects of achieving these objectives be measured?

With the fourth point in mind, it has been stated (Broad & Newstrom, 1992) that only 10%-15% of the training content is retained by the trainee, so any new model of training should aim to focus on performance-based training, because this will create the need to ensure that training is a correct and effective solution (Holton & Naquin, 2000).

However, the answers to the previous questions have resulted in a number of scholars and practitioners agreeing that the training process is implemented through four stages (Cekada, 2010; Correla & Wilson, 1997; Noe et al., 2008; Richard & Swanson, 2009; Wilson & Western, 2000). These four stages will be described in more detail below.
3.3.2.1 Training Needs Assessment

At this stage, data collection is the foundation that helps human resource management to determine whether training is needed to solve the existing problems in the workplace (Cekada, 2010). Other authors point out that data collection is necessary for conducting the several analyses that help in building the training plan, such as organisation analysis, task analysis and person analysis (Denisi & Griffin, 2005). This view shows that data collection is the starting point for identifying training needs, but there is another point of view which states that a company must identify training needs in order to obtain information on the following: desired knowledge and performance, current performance and knowledge, an evaluation of employees’ readiness for training, identifying existing problems and their causes, and the contribution of training to the solution (Rossett, 1997).

Conducting a training needs assessment is the most important initial activity in the training process because it reveals the true need for training (McArdle, 1998), through which the organisation can identify the skills and knowledge needed by staff to improve their performance and increase their productivity. Since most training research is based on theories of learning organisation and organisational learning as a result of a pressing need for change, training has become associated with learning (Davis & Hikmet, 2008). Moreover, some researchers (Gnyawali et al., 1997) have added that the assessment of training needs should include in-depth knowledge of the needs of various sections and departments in the organisation as well as the requirements of teamwork. If an organisation does not pay enough attention to this stage, it will be exposed to great risk, as well as the loss of the cost of training time and money. Experts have noted the following:

According to a report from the American Society for Training and Development's (ASTD) Benchmarking Forum (BMF), companies are making substantial investment in employee learning and development. The average annual expenditure per employee in a BMF sample of large organisations increased to $1.424 per employee in 2005, an increase of 4 percent from 2004. Average expenditure per employee in the best organisations increased 3.7 percent to $1.616 (Ketter, 2006). So much money is being pumped in IT. But is it being effectively utilized? Corporate intranets: how can they give a new meaning to training and development? (Denton, 2007, p. 12).

As mentioned earlier, identifying training needs requires the organisation to conduct several analyses.
3.3.2.2 Organisational Analysis

Organisational analysis is based on assessing the effectiveness of an organisation, where training is needed and what the conditions are for its implementation (Miller, 2002). Organisational analysis also highlights the skills and abilities that employees will need in the future (Brown, 2002). The achievement of this depends on the existence of an equal commitment by employees and the organisation that these efforts will succeed and bear fruit in the future (Spielhofer & Sims, 2004). In addition, organisational analysis is conducted through an overview of the training process, which leads to enhancing an individual's knowledge and skills and allows the exchange of this knowledge between team members in the workplace. Organisational analysis also helps the organisation to determine those existing shortfalls in performance standards which can be addressed through training (Drummond, 2008). Another researcher has pointed out that this phase must take into account the requirement of future changes, such as future skills, worker demographic characteristics, laws and regulations (Cekada, 2010).

Given the importance of organisational analysis, some researchers (Miller, 2002) have summarized the aspects to be taken into account when it is conducted:

- External environmental impacts such as laws, regulations, the labour market, etc. (Baruch, 2006).
- The general economic situation and its impact on costs and profits.
- Required changes in the demographic characteristics of the workforce, such as cultural change imposed by globalization.
- Technological development.
- Political and social trends such as a policy of non-violence and an avoidance of sexual harassment.
- Organisational goals compared with organisational resources, e.g. the need for talented employees and experts.
- Top management support for training and creating a learning climate.

For political and social trends, it should be noted that one study (Wells & Schminke, 2001), entitled "Ethical development and human resources training, an integrative framework", shows that three quarters of US companies have formal codes of ethics, most of these
companies offering their employees ethics training regarding principles related to sexual harassment, theft, violence and lying. Organisational analysis requires information from several sources, such as organisational goals and missions, employees, human resource management, supervisors, annual reports, auditing reports, the labour market and many others (Correla & Wilson, 1997). The second type of analysis needed for identifying training needs is task analysis.

3.3.2.3 Task Analysis

Some of the literature distinguishes between two types of task analysis. For example, task analysis focuses on the gaps between the skills and knowledge required for a certain job and the actual skills and knowledge of the employees (Miller & Osinski, 1996). This analysis aims to learn about the tasks to be developed and accomplished, the requirements of future tasks, and how the organisation can obtain these requirements. However, cognitive task analysis is a way of acquiring the mental processes needed to be capable of explaining observed behaviour (Davis & Hikmet, 2008). Performing such analysis needs a lot of information that can be collected through multiple instruments, such as questionnaires, observations and interviews. Other researchers point out that cognitive task analysis is a commonly-used term to discern the methods that can be used to determine the cognitive models and processes linked with task performance (Clark & Estes, 1996).

In research by Shepherd (1998), it was noted that Hierarchical Task Analysis (HTA) aims at examining tasks distributed through the managerial levels in the hierarchical structure, taking into account what has been assumed to be important through methods of cognitive task analysis. Therefore, this is a strategy designed to identify performance standards through focusing on skills selection, and understanding the scenario of a task to deduce the alternatives that could overcome performance problems.

According to Shepherd (1998), the first phase of development goals, where is it necessary for the task analysis process to begin formulating the main objective which is most closely associated with the problem. It is also important to know the reason for conducting this analysis; is it related to operational or human performance, or the desire to introduce improvements in the whole system? Second phase indicates the constraints and obstacles that may prevent achievement of the goal.
With regard to the constraints and obstacles that may prevent achievement of the goals, some authors maintain the following:

As human resource professionals, we are challenged to put in place developmental mechanisms by which tomorrow's leaders are equipped to deal with this rapidly changing world; from multinational finance and banking to multi cultural human resource management (Gryskiewicz & Guest, 1993, p. 177).

The comment implies a multiplicity and diversity of constraints, and the need to overcome them in order to achieve a goal. In the next stage, the analyst calculates the importance of the earlier elements of the task and how critical it is to overcome these limitations. Through testing each outcome, the analyst can generate alternatives to solving a problem and may choose the solution according to cost-benefit analysis. If the problem is located in an employee’s performance or behaviour, training will be the most likely option (Vyas, 2010).

3.3.2.4 Person or Individual Analysis

The importance of this form of analysis lies in its attempt to know how employees perform their jobs and the efficiency of each employee and each example of teamwork in the completion of a task. Therefore, it requires the collection of data which reveal the need for more skills, abilities and knowledge, as well as those employees who need these resources. Some authors point out that the required data can be collected through interviewing the employees, posing questions directly, and performance reports (Miller & Osinski, 1996). In some professions, especially in the services sector, the customer is a major source of data on the capabilities, competences and behaviour of employees. In this regard, training must be treated as a long-term and continued process and a profitable investment because it makes, for example, a bank's employees knowledgeable, with quicker responses to the customers’ needs, and where customers will appreciate these characteristics and reduce their complaints (New York Bankers Association, 2008). In contrast, some researchers suggest that the best source of data on the efficiency of employees is the observations and reports of the immediate supervisor (Sarin et al., 2010).

The main objective of this stage is to ensure employees’ readiness for training. Readiness for training refers to the personal characteristics of employees, as well as their abilities,
attitudes and beliefs, and how an organisation can create employees who feel positively motivated towards training (Garofano & Salas, 2005).

### 3.3.2.5 Employees and Qualified Trainers

After assessing training needs and identifying the employees who need training in terms of skills, knowledge, abilities and any shortfalls in technological competences, the concern for human resource management is to find the best-qualified trainers to meet these needs. The trainer plays a significant role in the success of any training process, as training effectiveness is mainly affected by trainers’ attributes and their experience in the subject (Holladay, 2004). The training style may also increase employees’ motivation towards training (Yang et al., 2009). The choice of trainer depends on a number of factors, such as the source of the training, whether internal or external, and the content of the training programme (Cekada, 2010).

### 3.3.2.6 Selecting Training Methods

Organisations can provide training to employees through several approaches, from many different sources, or multiple methods. Training can be formal or informal, and these two approaches may depend on whether the process is internal or external (Bailey & Waldinger, 1991). On-the-job training (OJT) is an example of informal internal training, where researchers have stated that supervisors can contribute to the improvement of employees' skills, as teaching them how to use these skills increases their abilities to deal with uncertainties such as crises and technological and strategic changes (Schurman, 1995). Three other major classes of training methods have been suggested: presentation, hands on, and group building (Noe, 2010). The following table shows further details about these methods.
Table 3.1: Training methods description

<table>
<thead>
<tr>
<th>Methods</th>
<th>Description</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation</td>
<td>Training techniques that make trainees merely passive recipients of information, which includes the bare facts, processes and ways of solving problems.</td>
<td>Lectures, audiovisual techniques.</td>
</tr>
<tr>
<td>Hands-on methods</td>
<td>Trainees are active participants in learning.</td>
<td>On-the-job training, self-directed learning simulations, case studies, business games, role play and behaviour reshaping.</td>
</tr>
<tr>
<td>Group-building methods</td>
<td>Training methods aimed at improving team effectiveness.</td>
<td>Action learning, adventure learning, coordination learning, cross training, team leader training, etc.</td>
</tr>
</tbody>
</table>

Source: Raymond (2005, p. 236)

An organisation may use more than one method to conduct a training programme: "In practice, training activities in organisations utilize a wide variety of training methods including lectures, video films, experiential exercises, cultural assimilators and behavior modification" (Yang et al., 2009).

Other authors report that simulations, including experiential exercises, business games, and computer-based training, are useful when teaching interpersonal leadership, strategic management, customer relationships, and other complex skills (Schermerhorn et al., 2000).

3.3.2.7 Organisation Expectation from Trainees

There is a wide body of research in the literature which has stated that investment in employee training and development is a critical issue (Kauffeld & Willenbrock, 2010;
Kuvaas & Dysvik, 2009) and that the main objective of employee training and development is to develop skills, knowledge and the capabilities of both employees and the whole organisation (Lee & Bruvold, 2003). According to the theory of social exchanges, an organisation’s investment in the development of its employees will lead to a more positive exchange (Cropanzano & Mitchell, 2005), for which the most important evidence is that employees transfer their training to the workplace, although the organisation has to find a favourable environment for this process. The Work environment characteristics influencing training transfer were found to be Climate for transfer, Technical support, Peer and Manager support, Self-management skills, and Opportunity to use the learned capability (Noe, 2010).

One piece of research (Sparkes & Miyake, 2000) was conducted to determine the kind of training offered by the parent firm to subsidiaries' employees, and which kind of training could transfer knowledge successfully. Nine case studies of Japanese firms in Brazil and Mexico were employed in this research. The results indicated that OJT is not training at all, because employees seem like strangers who will attempt to gain the most necessary skills, but that off-the-job training has a major impact on knowledge transfer.

### 3.3.2.8 Evaluation of Training Programmes

The evaluation of a training programme is an important activity of HRM. Training outcomes, if measurable, provide a way to evaluate the effectiveness of a training programme based on cognitive, skill-based, effective outcomes (Noe et al., 2008). Some researchers have linked the evaluation of a training programme with various criteria, such as the generation of useful and practical knowledge, an increase in the effectiveness of the organisation, and the provision of new skills and knowledge (Chen & Klimoski, 2007).

### 3.3.3 HRD in Saudi Arabia Banks

The *Compliance Manual for Banks Working in Saudi Arabia* draws attention to the following:

The compliance officer (director), all employees working with him/her and all compliance assistants in other departments and sections, must receive continuing education and training
with well reputed training organisations, to enhance their knowledge of all compliance regulations, and upgrade their skills and capabilities in compliance area.

The *Compliance Manual* has focused on the importance of employee training in Saudi banks because educating and training all bank staff on compliance rules relevant to their individual responsibilities in the bank is a fundamental part of the responsibilities of senior management in establishing a compliance culture. The board of directors and the senior management are responsible for ensuring the availability of proper resources of education and training both at home and offshore (SAMA, 2008).

The management of banks in Saudi Arabia invests in employee training to enable them to acquire sufficient knowledge of all banking issues (El Ajou, 2009). For example, the Edcomm² Banker's Academy established programmes to train bank employees in anti-money laundering issues:

Edcomm Banker's Academy has updated its Anti Money Laundering (AML) training program designed specifically for financial institutions located in Saudi Arabia. Money laundering in Saudi Arabia is an ongoing problem, so focusing on AML for Saudi Arabia has been enhanced to provide a more detailed, extensive training programme that teaches bank employees in Saudi Arabia about AML laws and regulations specific to their country (Eagle, 2009).

This type of training involves an off-the-job training programme conducted by external trainers. Saudi banks are also heavily dependent on the Institute of Banking to train and develop their employees. The institute provides more than 400 training courses in the following subjects: Banking, Investment, Insurance, Management and Marketing, Regulations and Legislation, and the English Language. These courses are intended for the employees of banks, financial organisations and others. The institute provides two types of educational programme. The first is Specialised Professional Diploma Programmes, which include two programmes, one in Financial and Banking Business, and the other in Sales and Marketing. The second type is Professional Qualifications Programmes, which include three programmes: the Personal Financial Planning Programme, the Wealth Management

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² Edcomm: a group of consulting firms on education and communication, which includes the Bankers’ Academy, for bank training programmes.
Programme and the Fundamentals of Insurance. These programmes have been designed based on the actual requirements of banks (The Institute of Banking, 2007).

Some banks have their own training centres. The Saudi Hollandi Bank (SHB), for example, has opened its new training centre, known as the SHB Academy, which aims to enhance the banking skills of SHB employees and offers a wide range of training and development programmes. This centre will be used by SHB staff from all over the Kingdom. The academy will provide long-term training programmes as well as workshops and specialised courses on different aspects of banking (Saudi Hollandi Bank, 2009).

3.4 HRM ACTIVITIES AND ORGANISATIONAL GOALS

Human behaviour has a complex composition because human beings interact with social elements such as family, peers, coworkers, and human society as a whole. Human behaviour is also likely to be affected by environmental factors, whether near or remote. These factors can include economic elements, including changes in the labour market, the level of wages, cases of inflation and economic recovery and many others, in addition to government legislation, international relations, technological progress, and global crises, especially economic crises.

Consequently, human beings are subject to behavioural changes in accordance with these social and environmental influences. According to Dompke (2002), human behaviour is the deliberate reaction of a human being to an idiosyncratic meaningful situation; this indicates that the observed change in behaviour is attributable to changes in the personal qualities of the individual, resulting from changes in situations faced by the individuals themselves.

From this perspective, business organisations can influence employee behaviour through managers and supervisors in order to guide this behaviour towards the achievement of the organisational objectives. This is possible because the organisation’s management, represented by human resource management, has effective tools to enable it to change or modify employees’ behaviours.
3.4.1 HRM Activities and Employees’ Behaviour

As mentioned earlier, HRM activities aim to recruit and hire the best applicants who have the desired talent, expertise and high level skills. This is followed by other activities designed to give employees new skills through training and development and to improve their performance through motivation and reward systems. However, such activities are considered insufficient, unless accompanied by strategic practices at the level of the organisation, as represented by all departments and divisions in order to guide employees’ behaviour towards an optimized performance that achieves the organisational goals effectively and efficiently (Becker & Huselid, 2006). In this regard, Wooldridge and Floyd (1989) have pointed out that it is not surprising that failure is an inevitable outcome of weak organisational strategies, although, surprisingly, there can be failure of strong strategies, especially in the implementation phase. According to Heracleous and Barrett (2001), this failure may be due either to the inability or the unwillingness of employees in practising the required behaviour to achieve the strategic objectives. As mentioned by Gagnon et al. (2008), failures in this process lead to strategic misalignment, which explains the lack of directional behaviour towards the target.

3.4.1.1 Effective Employee Behaviour

Since the Department of Human Resources in most organisations is responsible for following up all matters relating to human capital in the organisation, its HRM practices, according to Bowen and Ostroff (2004), must develop employees’ skills and provide them with the necessary knowledge and motivation to ensure that they are behaving in effective ways to implement a certain strategy. The authors then present the following examples of the role of human resource management practices in influencing employee behaviour. A strategy of innovation should encourage HRM practices that focus on the launch of innovative ideas; a strategy of customer service should be engaged in its implementation, its related set of practices drawn from those of HRM. This clearly means that human resource management systems have an important role in influencing the attitudes and behaviours of employees (Ferris et al., 1998). Some researchers have suggested that human resource management practices lead to a strengthening of trust between employees and management. Reychav and Sharkie (2010) have also reported that the absence of trust may cause personnel to hide skills and knowledge instead of owning them. Their study findings
indicate that rewards management, and moral incentives such as participation in decision making and autonomy at work, contributes actively to promoting employees’ extra-role behaviour. Gregersen (1993) defines extra-role behaviour as actions not related to the employee's responsibilities, but which provide some advantages to the organisation, such as working extra hours (overtime) without payment to meet a production deadline.

Extra-role behaviour is a significant matter in the banking industry, especially if financial incentives or moral incentives are granted on the basis of achieving specific goals, such as attracting a number of new customers per month or the issuing of a number of credit cards per month. Achieving these goals could lead to employees making visits to potential customers outside official working hours in order to build good relations with them as a prelude to attracting them to becoming customers of the bank.

Proceeding from the fact that a satisfied employee can achieve customer satisfaction, according to Spinli and Canavos (2000), employees’ attitudes and behaviours are important factors. This importance is reflected by the commitment of the employee concerned in an increase in motivation, and the employee will then gain greater satisfaction, which will be linked to an increased level of customer satisfaction. Another important factor of customer satisfaction, organisational citizenship behaviour, has been reported by Raub (2008). This form of behaviour is important because it allows employees to respond immediately to customer requests, especially those which are outside the scope of the employee's work.

All these factors (motivation, the creation of trust between employees and management, and job satisfaction) are supportive of employee behaviour, and come from those HRM practices in an organisation which work to guide employee behaviour towards the achievement of organisational goals. We can also clearly appreciate the perfect harmony between what has been mentioned by Gregersen (1993) in his definition of extra-role behaviour, and what has been mentioned by Raub (2008) about organisational citizenship.

Having outlined the linear relationship between human resource management practices and achieving organisational goals, it must be noted that the intense competition that characterizes the business environment these days (Pate et al., 2003) as a result of globalization, both economic and cultural, has ruled that organisations have to identify their
human and intellectual capital as the most important assets in the organisation’s attempt to achieve excellence over its competitors (Reychav & Sharkie, 2010).

3.4.1.2 Behaviour of Creativity and Innovation

Through HRM practices, organisations can create or discover creative and innovative minds. People work on the basis of their expectations for what they will receive for their work. More specifically, when individuals exhibit a particular form of behaviour, they will wait for the consequences of that behaviour, as it is natural for the consequences of behaviour to vary according to differences in the behaviour itself. When the behaviour is desirable, it will have positive results. For example, if an employee of a bank provides a proposal which includes facilitating the procedures for a particular service, this employee will expect to obtain a financial reward, or at least thanks and appreciation, which will encourage him or her to repeat such behaviour. By contrast, for example, if an employee on the front line blows cigarette smoke in the face of a customer, the result will be to punish or at the very least reprimand the employee (Lahelma et al., 2010). This is consistent with behavioural theories, and more particularly with Vroom’s Expectancy Theory.

In this regard, the literature has focused on the behaviour of creativity and innovation as a result which can be accessed through HRM practices on the basis of what has been mentioned previously about the need for organisations to offer innovative ideas to ensure continuity and survival in a competitive environment which is unforgiving to the weak (West & Farr, 1990). According to Torrington et al. (2009), the whole point of the relationship between employee behaviour and HRM is performance, which they define as follows: "performance means both behaviors and results, not just the instruments for results; behaviors are also outcomes in their own right" (p. 121).

Innovation is of great importance to organisations because employees showing innovative behaviour means continued development and the adoption and implementation of new ideas, both for the innovation of new goods or services, or methods of work which are unprecedented (Yuan & Woodman, 2010). There are several factors which help to plant the spirit of innovation in the hearts of individuals; the literature reports these as being organisational culture and climate (Scott & Bruce, 1994), employees’ relationships with their supervisors (Janssen & Van Ypereny, 2004), and job characteristics, social/group
context and individual differences (Yuan & Woodman, 2010). The role of HRM practices in creating innovative behaviour amongst employees is dependent on employees’ knowledge. Cabrales et al. (2009) report that HRM practices do not directly contribute to the creation of innovative behaviour unless they invest in employees' knowledge.

This confirms the researcher's view that activities and human resource management practices are the enablers for discovering talented employees with higher skills and in-depth knowledge, and then providing them with support and various incentives to make them a source of ideas and innovative ways of working.

### 3.4.1.3 Employee Behaviour and the Organisation's Goals

The starting point for this section of the chapter is the following statement: "In order to affect employee behaviour and consequently promote company objectives firms must develop a bundle of internally consistent HRM practices" (Jimenez & Valle, 2005, p. 364).

The exact interpretation of the above statement requires first to identify the variables contained therein. These variables are as follows: employee behaviour, company objectives, and HRM practices. The second requirement is to determine the relationship between these variables. The relationship indicates that human resource management practices affect employee behaviour, meaning that HRM practices represent the independent variable and employee behaviour represents the dependent variable in this part of the entire relationship. According to this statement, a company's objectives can only be achieved through the influence of HRM practices on an employee's behaviour. This means that an employee's behaviour is the mediator variable that governs the relationship between HRM practices and an organisation's goals. This is a linear relationship and takes the following form:

![Diagram of the relationship between HRM practices, employee behaviour, and organisation's objectives]

- **Independent variable**: HRM practices
- **Mediator variable**: Employee behaviour
- **Dependent variable**: Organisation's objectives, such as employee effectiveness
The main role of HRM in this respect is to employ its practices towards the human capital. With this in mind, Kaplan and Norton (2004) point out that organisations must measure the readiness of human capital in order to evaluate what is invested in employees in terms of competences, skills, abilities and knowledge when achieving strategic goals.

Finally, it is perhaps useful to recall that there are many other factors which play a role in the formation of employee behaviour. For example, according to Ellis (2008), corporate social responsibility (CSR) may play a role in employee behaviour, depending on employees’ awareness of social responsibility policies, perception and motivations. Results have shown that a weak relationship between perceptions of corporate social responsibility and attitudes towards it had no impact on personal social action. However, a study by Kirkman and Shapiro (2001), aimed at revealing the impact of cultural values on job attitudes using self-managing work teams (SMWT) as the mediator variable, found that job satisfaction and organisational commitment play a significant role in the generation of other positive organisational outcomes. For example, job satisfaction reduces the rate of absenteeism from work and employee turnover and is more likely to display organisational citizenship behaviour.

3.4.1.4 Employee Behaviour and Culture Effect

Gerhart (2009) illustrates that one of the main influences upon the attitudes of individuals and their behaviour is national culture, as it affects their way of thinking, their understanding of the events they face, how they deal with these events, as well as their dealings with others, especially those who have different cultures. Consequently, managing their work will be affected by their own culture and whether they are employees or employers. The literature contains various definitions of national culture. Karakowsky and Li (2001) define culture as "a way of life of a group of people … the behaviours, beliefs, values and symbols that they accept, generally without thinking about them and that are passed along by communication and imitation from one generation to the next" (pp. 501-517). For example, the roots of the traditions of Saudi society extend to the teachings of the Islamic religion and Arab traditions also have their impact on Saudi life (Ali, 2007). This underlines the definition from Watsona et al. (2002) of culture as a set of rules predetermined by the interactive structure of beliefs.
Some authors argue that the diversity of national culture is followed by diversity in management practices. Organisational culture must be derived from the national culture and be consistent with it, Newman and Nollen (1996) argue that national culture is a central principle in employees’ understanding of work value, their approach to performing the work, and their expectations about how they will be treated.

National culture can indicate that one method of work is better than others, or lead to a set of results being distinct from others. In this regard, Wright and Mischel (1987) suggest that when management practices do not respond to common values, employees will probably feel dissatisfied, uncomfortable, and uncommitted, and will tend to behave in undesirable ways. Hence, we find that much of the literature is concerned with the subject of amending or changing employee behaviour through an organisation's culture. According to Malariya and Wadhwa (2005), organisational culture may assist, enhance or facilitate the desired behaviour of employees. This can be achieved through coordination between the HR Department and the direct supervisors of an employee in the workplace. This is based on a logical philosophy, which indicates that people who can generate innovative ideas may come from anywhere, whether inside or outside an organisation and have different backgrounds and different cultures, but have a joint capacity for innovation and creativity. The organisation, through HRM practices, can then influence their behaviour by motivating them in order to launch their innovative and creative ideas for the benefit of the organisation.

Thus, culture is not an obstacle to organisations in the process of restructuring employee behaviour. Managers can influence their employees’ behaviour using multiple means, such as rewards, motivation, moral incentives, and, in some cases, their authority and power.

3.5 SHRM AND EMPLOYEE EFFECTIVENESS

The strategic management of human resources is an essential part of the theory of human resource management; the importance of human resource management stems from its linkage between human resource management activities and the outputs of these activities, such as employee behaviours, employee satisfaction, commitment, and organisational performance. Some authors have pointed out that employee ownership is a key to employee
effectiveness because employee ownership means participation in decision making, profits, board of directors membership, and more (Poutsma, 2006). Although not denying the importance of these catalytic activities in increasing the effectiveness of employees, the researcher believes that there are precedent activities which are involved in the strategic management of human resources and which have multiple objectives, the first being the recruitment of the most responsive individuals to become active members of the organisation (Stumpf et al., 2010).

The process of employee recruitment, especially for new employees, should aim to influence the impressions of these applicants about the organisation, beginning with the stages of implementation, whether at the initial stages, such as job advertising, attracting graduates or any other method of recruitment, until reaching the interview stage for selecting appropriate candidates. In this regard, researchers have reported that organisations believe that interviews with applicants represent an opportunity to achieve two goals: the successful marketing of the organisation in order to influence applicants, and evaluating the applicants in terms of their ability to work efficiently and attract them because they will come from the best potential employees (Connerley & Rynes, 1997).

As mentioned earlier, the importance of human resource management lies in the linkage between human resource management activities and the output of these activities. Bowen & Ostroff (2004) have argued that organisations, in seeking to activate their competitive advantage, depend on benefiting from their understanding of links between HRM activities and organisational performance. Katou and Budhwar (2007), in their non-Western study, have added another variable, which enhances the relationship between HRM optimum practices and achieving competitive advantage according to the fact that organisational performance requires decision making as a core function to link HR with organisational performance.

Other authors have pointed out that a resource-based view (RBV) illustrates how organisations can establish an ongoing competitive advantage. For example, Wright et al. (2001) and Becker and Huselid (2006) taking an RBV, have reported that linkages between human capital and the organisational capital resources with the HRM system have highly
positive impacts on employees’ knowledge, skills, abilities and behaviours to enable organisations to accomplish their strategic objectives (Wright et al., 2001).

All the reviewed studies indicate that effective organisations are those which are managed to provide opportunities for employees to become effective through the human resource management activities, represented by the recruitment of employees who view effectiveness as an objective they are seeking to achieve.

3.5.1 Management and Employee Effectiveness

The review of the literature has highlighted the different viewpoints of the researchers regarding managerial effectiveness. Some researchers note what has been achieved from the production requirements of the manager (Bao, 2009). There is also a range of researchers who have focused on the distinction between an effective manager and an ineffective one. Latif (2002), for example, has selected some behaviours that characterize an effective manager, such as the following: monitoring environmental changes in order to control them and adapting the organisation’s resources to address them; providing opportunities to develop themselves and their subordinates professionally, motivating employees in order to create an organisational climate which encourages the best performance; and good knowledge management, which ensures the dissemination of the necessary information for employees to perform their tasks. These are in addition to other traditional tasks, such as problem solving, coordination, organizing and decision making (Latif, 2002).

As the directors of human resource management are one of the key managers in any organisation, they must be characterized by a high degree of effectiveness, because they are often the first people to meet recruits and managers’ behaviour will continue to impact on employees’ beliefs. In a study entitled “Understanding managerial effectiveness: A Chinese perspective” (Wang, 2009) involving 64 managers in one of the major telecommunications companies in Western China, the researcher conducted personal interviews with the participants. The researcher undertook the classification of effective and non-effective managerial behaviours as follows:

- Positive behavioural statements (effective practices):

We can simply note that all of these forms of effective behaviour are designed to make people more effective employees.

- Negative behavioural statements (non-effective practices):


Such behaviours will make employees feel alienated from work and destroy any effectiveness they may have.

The reason for the citation of this study is that it indicates the managerial characteristics that stimulate employees to increase their effectiveness, especially as this has reached the following results. The qualities shown by effective managers in Chinese organisations include being supporters, partners, having integrity, being able to engage in the work environment, exhibiting self-rehabilitation, self-denial and non-selfishness, having a sense of responsibility, and holding extensive knowledge. It is notable that these qualities have been reported in the literature of management (Pan & Zhang, 2004). Wang (2009) agrees with the statement by Farah and Cheng (2008) that paternal leadership and transformational leadership are effective methods of managing human resources in state-owned organisations in China (Farah & Cheng, 2008).

3.5.2 Employee Effectiveness through Recruitment

The literature suggests that changes in the competitive markets around the globe have increased the importance of recruiting the best employees (Frank & Cook, 1996) and increased the competition among applicants for jobs in different sectors (Breaugh, 2008). The recruitment process includes sequential stages and begins with attracting a number of qualified applicants to occupy a vacancy using different methods of recruitment in order to bring in front of the human resource management a wide pool of applicants from which to choose. Then, the director of human resource management, a subordinate or a committee
composed of a number of the departmental managers in the organisation initiates the conducting of interviews with individual applicants. This is especially important, since most organisations only employ an applicant after a series of interviews and it is important not only to know the interviewees’ personal qualities but also to leave a certain impression about the organisation and the job in the applicants’ minds (Ellis et al., 2002). This highlights the role of the recruiter in influencing the impressions of the applicant. Therefore, the literature suggests that the mechanism for applicants’ attraction and recruitment should receive the same attention as that devoted to the applicant selection process (Connerley & Rynes, 1997).

If an organisation is keen on maintaining a high level of effectiveness, it is natural to have effective current employees, including those who work in human resource management and who exercise human resource activities, and who are expected to be effective in the future. In this area, some authors point out that it is very important to understand how strategic human resource management (SHRM) effectiveness can remove the fog that obscures the mutual understanding between an organisation and an applicant; the psychological links has been used (Becker & Huselid, 2006) and these need to be made clear both for the organisation and the applicant.

In this regard, it has been reported that job embeddedness³ is one factor that can illustrate the psychological impact of SHRM on the imaging of the candidate regarding an organisation (Mitchell et al., 2001). Consequently, much of the literature has focused on the qualities that should be available in the recruiter for influencing the impressions of applicants, one study (Rynes, 1989) suggesting that the most important attributes are elegance and erudition.

### 3.5.2.1 Recruiter and Employee Effectiveness

The recruiter plays a major role in determining the quality of applicants suitable to work in an organisation and then selecting from amongst them in order to employ the very best. This is carried out through interviews conducted by the recruiter with each of the candidates. This stage requires from the recruiter certain characteristics and strong abilities.

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³ **Job Embeddedness:** a term used to explain how a job makes an employee an integral part of an organisation and the community in which it operates, both psychologically and socially (Holtom et al., 2001).
According to one study (Felsen et al., 2010), recruiters’ flexibility and their ability to build supportive dialogue with the applicants are keys to recruitment success. Another (Arthur, 2006) considers that successful recruitment requires properties and multi-skills which must be available in the recruiter to ensure that the candidates have understood what kind of organisation for which they will potentially be working. Recruiter attractiveness means that recruiters should draw the attention of the applicants and the latter should be able to expect that they will be competent and effective and that the organisation is an appropriate one in which to work.

The recruiter can prove the effectiveness of the organisation by explaining, for example, that their target that year is to increase net profits by 40%. Another quality of an effective recruiter is to be honest in his or her dealings with applicants, as studies have indicated that recruiters can influence the decisions of the applicants, who will sense from what the interviewers say and the signals they give what form the work of the organisation will take (Larsen & Phillips, 2002). The following figure shows the relationship between organisation attractiveness and the recruitment process.

![Diagram showing the relationship between organisation attractiveness and the recruitment process.](image)


*Figure 3.3: Organisational attractiveness in the context of ELM*
Other researchers report that recruiters who have high moral values are the most capable of influencing the impressions of the applicants, and the notion that the organisation they represent has an organisational culture based on ethical values contributes to the effectiveness of the organisation (Breaux et al., 2010). One meta-analysis (Chapman et al., 2005) includes a practical summary of studies into the behaviour of recruiters. The results of this meta-analysis indicate that individuals who have found their recruiter to be a likeable and trustworthy person who has knowledge and a degree of specialisation have found this to be the most attractive in terms of their gaining a position in the organisation such recruiters represent.

The effectiveness of the recruiter is necessary for conveying an idea of the effectiveness of other human resource management practices. It has been argued that achieving a highly effective environment requires the integration of three groups of practices: the opportunity to participate, the motivation to participate, and the skills to participate (Bailey et al., 2001). Through the mainstreaming of these practices, one discovers it is mostly a human resource management practice, whereby the opportunity for employees to participate in the decision-making processes requires the refinement of their skills through training and motivation (Mendelson et al., 2011).

3.5.3 Trainer and Employee Effectiveness

As for the effectiveness and impact of training on the effectiveness of staff, this is a subject dealt with by researchers from several aspects. Some (Quinones & Holady, 2008) have focused on the characteristics of the trainer. They report that when the training programme is characterized by diversity, trainer characteristics such as sex and race become a prominent and important feature for trainees, and this leads to a mutual influence on the behaviour of both trainer and trainee. Harburg (2011) noted in his study that the value of the work in Asia of trainers from the West will be realized through their knowledge of the language and sufficient awareness of the culture prevailing in the country which will be the place of training. In addition, another case study (Ricks et al., 2008) involving trainers’ skills, competencies and behaviours has found that the trainer must possess various capacities, such as the power of persuasion, especially when he or she uses a variety of training techniques to train the different categories of trainee, as the trainer must be patient and aware that not all people have the same ability to learn at the same speed.
Some studies have indicated the importance of training regarding the brand of the product or service offered by the organisation to its customers. This type of training is most likely to be internal, such as on-the-job training. According to Bookman (2010), the goal of brand training is to make employees feel that they own the brand.

### 3.6 SUMMARY

This chapter has been allocated to describing extensively some of the functions of human resource management entrusted with the task of providing organisations with their immediate and future skills, experiences, and talents. It began with a focus on recruitment sources and methods, and the differences between traditional and more strategic practices. Strategic practices are based on the integration of the goals of HRM with the overall goals of the organisation.

Then, having reviewed the sources of internal and external recruitment and indicated the advantages and disadvantages of each of their sources, evidence was reported of a preference for e-recruitment. The discussion was then extended to include a description of recruitment conditions in the Middle East in general and Saudi Arabia in particular, as well as why both regions prefer e-recruitment and recruitment agencies.

The next section focused on HR training and development as an important activity in human resource management. Some years ago, communication took place using a traditional telephone, customers needed to go to the bank to deposit or withdraw money, and the trading of goods incurred delays due to time and travelling. Now, communication is a global medium through innovative methods which were not previously known, ATMs facilitate the depositing or withdrawal of money and an importer can sign a few papers in a bank in order to import goods from another country. This simply means that the techniques have been developed but these methods will not work if users do not also develop. Keeping pace with innovative strategies will not be achieved if we ignore training for the potential users. Employee training and development in the banking industry is a critical issue because the employees of any bank can attract the goals from other competitors.

The following section explained the importance of employee behaviour in achieving organisational goals. As this thesis is centred on HRM activities, the study of employee
behaviour in terms of the effects of HRM practices on such behaviour will provide greater value for the purposes of this research. The above debate addressed the assumed linear relationship between human resource management activities and the achievement of an organisation's objectives, and that this relationship is governed by employee behaviour. The accuracy of what has been postulated has been made clear throughout the literature review, coupled with the opinions of the researcher.

The last section was devoted to a discussion of the role of strategic human resource management in achieving the effectiveness of employees in organisations through the practices of this form of management regarding the activities of recruitment and training. After reviewing a number of studies and previous research, the researcher has found that the importance of human resource management is due to its role in the linkage between the activities entrusted to it and the outputs of these activities; when HRM performs these activities in the best possible manner, the best outputs will be achieved. This also means that effective management can create effective employees. Thus, an effective recruiter will strive to recruit applicants who are expected to be effective employees, especially if they are trained by effective and influential trainers.

Having identified the significant of debates about recruitment and training in achieving the employee’s effectiveness, particularly in methods, this study will explore the following research questions: What are the Saudi banks’ recruitment strategies for achieving employee effectiveness? What are the methods of recruitment and training development applied by Saudi banks to enhance employee effectiveness? How does the culture of Saudi Arabia influence a bank's recruitment, training and development methods in achieving employee effectiveness?

The next chapter focuses on the research methodology in depth, discussing the philosophy, its approaches, the process of data collection and the validity and reliability of the research, in addition to the research analysis processes and techniques.
CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 INTRODUCTION

This research aims to describe and measure the relationship between human resource management practices in Saudi banks and employee effectiveness. This chapter will be devoted to addressing how the research questions were investigated and specifically how employee effectiveness was identified in relation to recruitment and employee training and development.

According to Patton (2002), research methodology is a special way of dealing with the data collection, analysis and interpretation process of a highly intellectual human action to investigate the nature and matter of a problem. Cohen et al. (1977) point out that research methodology is the approach which guides the researcher in how to accomplish a particular search.

In order to avoid confusion between research methods and research methodology, Kothari (2008) has suggested that research methods could refer to the behaviour used in selecting and creating the structure of the research technique. Research methods can serve four aspects of the process of conducting research: the type of research, research philosophy, data collection and statistical techniques. Researchers find them useful in finding the relationship between the data and what they are looking for and assessing the validity of the results obtained. However, research methodology is the means used to solve the research problem in an orderly manner.

The nature of this research requires the researcher to apply a triangulation approach, which is a combination of quantitative data collected by questionnaire and qualitative data collected by personal interviews, in order to reach an acceptable degree of credibility in the results of the data analysis.

In other words, a researcher cannot decide the method of data collection before identifying the strategy and philosophy of his or her research. This research aims to identify the best methods and strategies to recruit staff and the best training methods for enhancing the
effectiveness of employees in Saudi banks. For this purpose, the researcher employed pragmatism as the dominant philosophy because “it is a method of justification, not a theory with fixed content” (James, 1907, pp. 45, 51). The aim is to publish the results to a wider community, and the research tendency more toward a quantitative deductive approach allows analysis of data to produce generalizable results. Data collection for this research relied on a survey strategy, in which quantitative data were gathered by a questionnaire distributed among bank employees, and qualitative data were gathered by personal interviews with HR, recruitment, training and their managers in four banks, in order to increase the credibility and to capture individual experiences and thereby enrich understanding of the quantitative data, of the results. Triangulation of data collected through mixed methods provides more accuracy and reliability of these data (McMillan & Schumacher, 2006) because each complements the other in order to reduce bias.

### 4.2 RESEARCH PARADIGM

A paradigm provides a conceptual framework for explaining and exploring to make sense of the social world. According to Burrell and Morgan (1979, p. 24), "To be located in a particular paradigm is to view the world in a particular way". The significance of paradigms is that they shape how we perceive the world and are enhanced by those around the research problems, such as a community of practitioners. Within the research process such beliefs shape research design, how data is both collected and analysed, results presentation and generalization (Cohen et al., 2004). A research philosophy refers to the methods we use to devote our own knowledge to supporting our investigation and how this affects, intentionally or unintentionally, our conducting of the research. Any research method or scientific form of investigation relies on epistemological assumptions about the origin of knowledge and about the kind of entity that will exist (Saunders et al., 2007). In a broad sense, epistemology is the branch of philosophy that studies the nature of knowledge, its presuppositions and foundations, and its extent and validity (Brendan, 2008). The present investigation was devoted to highlighting the causal links between the research variables from different approaches (quantitative and qualitative). Thus, the pragmatist paradigm is more able to achieve these purposes (Bazeley 2004).
4.2.1 Research Assumptions

This research was conducted according to the pragmatism philosophy which is shortly associated with mixed methods in research. This can be attributed to the researcher’s decision to collect both of qualitative data by conducting interviews and quantitative data, giving priority to the quantitative area.

Morgan (2007) discussed the advantages of diverting attention away from the discussion of metaphysical paradigms such as epistemology and ontology, to debate on the level of practice of the search process and culture.

A mixed methods approach (pragmatism) does not mean that we can see it as one approach, but Morgan (2007), reporting the assumptions of epistemology and ontology, and value theory, confirmed that the human mind can see what is behind this division of quantitative and qualitative approaches, because they can be seen separately.

Perhaps a belief among researchers who followed the philosophy of pragmatism through mixed research, was an invitation to challenge the assumptions behind both approaches. This led Hwoe (1988) to say that both qualitative and quantitative approaches are built on the principles of positivism, not constructivism or interpretivism. Finally, this research as mentioned earlier is predominantly quantitative, because quantitative research relies on the assumptions of social facts based on objective reality (Sale et al., 2002).

Ontology is the branch of philosophy that deals with the conflicting views of different people who do not completely agree with each other. It deals with the question, do we have to consider social reality as a goal, or should we understand it as an entity that exists through the actions and experience and perceptions of people (Bryman & Bell, 2003)?

Ontology refers to whether there is an objective reality that can be found and whose certainty can be assessed using correct scientific approaches objectively (Hanson & Grimmer, 2007; Silverman, 2000). Pragmatist believe the real world is independent of the observer (Saunders et al., 2007), hence the foundationalist expression as opposed to the while anti-foundationalist or interpretivist view that the world depends on culture and is socially constructed (Furlong & Marsh, 2007).
In quantitative research, epistemology is the branch of philosophy that studies the nature of knowledge, its presuppositions and foundations, and its extent and validity (Hofer & Pintrich, 2002 cited in Braten et al., 2009). Some authors point out that building the truth is critical in exploring and developing new models; in qualitative research, truth could be accessed through others’ perspectives (Mayer, 2008). Other authors have argued that the philosophy of qualitative research is based on our acceptance of specific rules shared with others (Potter, 1992).

Epistemology is a term that refers to what is held by people about specific knowledge, such as general facts, common practices and frequent phenomena, and has come to be a true belief in society (Avis, 2005; Braten et al., 2009). Other researchers have addressed epistemology through meaningful approaches (Burrell & Morgan, 1979), whereby Dickeerson (2010) has assumed that individualism and structuralism theory have an effect on the interaction between knowledge and the process of acquiring this knowledge. In this area, we can say that when a researcher is looking for the impact of intellectual compatibility between team members on achieving the objectives of the team, for example, and the researcher has prior knowledge, it is likely that the researcher will affect and be affected by the opinions of the respondents whom he meets for the collection of data. This also seems consistent with what has been stressed by Dolsma and Soete (2006), in that this happens because of the existence of a shared set of beliefs and shared caused beliefs. Dickeerson (2010) adds that the Freudian approach, based on inclusion with the person as a fundamental part, includes this behaviour and cognitive rationality in the content of individualistic epistemology.

4.2.1.1 Pragmatism

Pragmatism has received great interest as a philosophy of research, whose importance the outweighs philosophical difficulties of using it, and because of that this philosophy is the basis of mixed methods researches. Creswell (2003) pointed out that pragmatism has a role in linking the choice of research approach and the research objectives that were translated through the research questions. Some others researchers have stated that pragmatism is generally considered as an aid in research conducted according to the mixed methods approach (Johnson and Onwuegbezie, 2004; Maxcy, 2003; Rallis and Rossman, 2003). Access to the truth, in some cases, requires restoring to multiple paths, which means that
the researcher could face either, a lack of data or even infertility in this data, and to overcome those barriers and obstacles, pragmatism was found to provide a coalition of research approaches. Therefore, pragmatism can be considered as a third alternative of research approaches because it goes beyond qualitative or quantitative approaches individually, especially when social researchers suspect that using the qualitative approach or quantitative approach individually will not provide adequate findings to allow generalizing the research. In the same regard, Greene et al. (2005) and Rocco et al. (2003) pointed out that pragmatism is treated as a new doctrine based on the belief that it is not only allowed to use mixed methods from different paradigms of research, but it is preferable. Especially in social researches, because the quality of such research requires the use of both qualitative and quantitative approaches in a single research, in order to reach adequate answers for the research questions.

It should be noted here that the literature has shown multiple views on the reasons for combining two methods, qualitative and quantitative in a single search. Haase and Myers (1988) suggested that the two approaches can be combined because both of them aim to provide comprehensive understanding of the world we live in. King et al. (1994) agreed that both quantitative and qualitative methods involve the same logic, and that it is also possible to apply the same inference rules to each. This view could be interpreted in terms of matching qualitative data findings with the findings of quantitative data, to provide a logical perception of the real world. Another reason for combining these two paradigms is the belief that they are compatible, because there are common denominators between them, such as, the principles of the theory-laden facts, access to the theory by fact, and value-laden inquiry process, in addition to the possibility of generating new knowledge that would be difficult to access, without combining the two approaches together in a single research. For example, quantitative findings may show that the best training method is on-the-job training, but qualitative data analysis may add to this fact a simple phrase such as: "yes, especially for new employees". Reichardt and Rallis (1994) reported that the two paradigms are committed to their search to understand and improve the human condition. They also bring together a common commitment to accuracy and the ability to critique research.
For this research, and to avoid bias in data, the researcher has decided to use a triangulation philosophy (mixed methods approach). This is because of the nature of this research, which required data collection from the employees of the banks, and because these data may be subject to bias, therefore, the data’s accuracy was assured by conducting interviews with a number of officials in the selected banks. The integrated image of the mixed methods approach will appear as the outcome of combining methodologies in study of the same phenomenon.

4.2.1.2 Assumptions of this Research

This study adopts a pragmatist approach with greater emphasis on the quantitative than qualitative, which ontologically expresses the existence of a objective reality, which is not subject to human perceptions and can be described in a way that captures what it is, what it means and what it is related to (Denzin & Lincon, 2000). Epistemologically, the researcher and the research procedures are independent parties, and this means that the researcher is able to study the observations without any mutual influence between the researcher and the phenomenon (Creswell, 1998).

Since the subject of this thesis is the effectiveness of the staff in the banking sector in Saudi Arabia, which is characterized by a high degree of sophistication, this aspect of the study received a great deal of focus and importance in order to identify the methods of recruitment and training followed by Saudi banks in maintaining the outstanding and effective performance of the staff from the independent point of view of those employees based on their knowledge and experience of what takes place in the banks in which they work. This includes an emphasis on objectivity and independence, whereby the researcher did not play any role in directing the respondents towards his personal views or any other opinions. In addition, the researcher did not have any prior knowledge of the options available to the participants in terms of the best way to recruit staff and the most appropriate methods of training in order to achieve staff effectiveness.

4.2.2 Research Logic

Some research aims to build numerical and statistical values about a specific research community to be circulated to the greater or wider community. This relies on the best understanding of the problem in an exploratory way in order to build a fact that can be
moved from a narrow context to the wider community. For example, let us assume that the researcher wants to explore the recruitment method used by one of the Saudi banks in recruiting expatriates who have talent; is it either through employment agencies or through the bank’s website? After data collection and analysis, the results will lead to development of theory for which it may be appropriate to circulate to the whole banking sector in Saudi Arabia that the best way to recruit talented foreign employees is through employment agencies. This type of scientific research is phenomenological because it is based on the point of view of the people who have experience of interacting with the phenomenon (Dash, 2005). Thus, it uses an inductive approach in building or developing a theory that can be posted from a limited range to a greater one (Trochim, 2006).

On the other hand, the deductive approach that tests numerical results is always within the quantitative framework; some authors have called this approach “hypothetico-deductive”. This approach suggests the initiation of a search which allows the researcher to test and explain particular hypothesis to see whether the prediction has already come true through checking it on the ground in the real world (Hays, 2000).

Although the current study has not included any specific written hypothesis, one can easily deduce the main assumptions and predictions from the study questions and objectives, as pragmatists believe new theory and assumptions are generated and integrated through the ongoing research process (Felzmann, 2003). Whereby the ultimate goal is to explore the role of employee recruitment and employee training in achieving employee effectiveness. The deductive approach was used in order to test the validity of this assumption, and, drawing data from the staff themselves, because they are the ones who have been recruited and trained and they are the best able to prove or deny this assumption.

4.3 RESEARCH APPROACH

Research approaches are broadly divided into quantitative and qualitative which are associated with the foundationalist and anti-foundationalist views respectively, a third alternative, the pragmatist, draw on the advantages of both.
4.3.1 Quantitative

According to Anderson (2004), quantitative data are those which can be counted and their values quantified. Quantitative data are represented by variables that can be measured, described and compared with other variables.

In quantitative research, the researcher uses logical view through employing experimental methods and quantitative measures to test the logic of value. Quantitative methods or research focus on the measurement and analysis of the causal relationships between the variables in a piece of research (Denzin & Lincoln, 1998). The results of quantitative research appear in the form of graphs and tables, using terms such as variables, population, sample and result. According to Bogdan and Biklen (1998),

In this paradigm: (1) The emphasis is on facts and causes and behaviour (2) the information is in the form of numbers that can be quantified and summarized (3) the mathematical process is the norm for analysing the numeric data and (4) the final result is expressed in statistical terminologies (Bogdan & Biklen, 1998 cited in Golafshani, 2003, pp. 597, 598).

Winter (2000) reports that quantitative research tries to break up and fragment a general phenomenon into measurable categories. Quantitative data analysis also aims to create sense regarding relevant data collected from sources such as interviews, observations on the ground, libraries and documents, and then submit the result of this data analysis with the utmost responsibility (Wholey et al., 2004). In the same context, Glesne and Peshkin (1992) point out that quantitative research is supported by the positivist or scientific models which make us consider the world as observable and measurable facts.

According to Burke and Anthony (2004), the strengths of quantitative research are as follows:

1. It enables testing of the validity of theories concerned with knowledge of how a phenomenon occurs and the reasons for this occurrence.
2. Testing values which were formulated before the collection of data can lead to outcomes which are generalizable if the data have been collected through a random sample of sufficient size.
3. Quantitative research enables the results to be generalized if applied repeatedly in several populations.

4. It is useful in obtaining data that contribute to quantitative forecasting efficiency.

5. The researcher can build a model which removes the negative effects resulting from the confusion between the different variables which may give one of these variables greater importance when evaluating the relationship between cause and effect. For example, two variables should not be combined in a single statement, as in suggesting, for example, that “financial incentives and moral incentives play an important role in improving the performance of employees”.

6. Speed in the collection of quantitative data through certain means, such as telephone and e-mail questionnaires.

7. Speed and accuracy in data analysis through using statistical software.

### 4.3.2 Qualitative

According to Denzin and Lincolin (2005), qualitative research is a way to search based on inquiry. Qualitative research is subject to complex and interrelated sets of terms, concepts and assumptions. The literature includes several definitions of qualitative research. For example, it was defined by Denzin and Lincolin (2005) as an activity that puts the observer in the real world and involves practices and interpretations. For instance, the research problem is extracted from the real world and the researcher’s objective is to raise solutions or recommendations to make the specific gap in our world obvious.

According to Patton (2002), qualitative research uses a natural approach aimed at understanding phenomena or happenings that cannot be manipulated by the researcher to achieve personal interests. Qualitative research widely means in the literature, any kind of research to reach results without resorting to the use of statistical methods or any other quantitative means (Golafshani, 2003). In this regard, some authors have argued that building the truth is critical to exploring and developing new models; in qualitative research, truth could be accessed through others’ perspectives (Myers, 2008). The researcher may arrive at the truth by observing the behaviour of others, for example if the researcher studying the phenomenon that all which is forbidden becomes desirable, and has observed the behaviour of attendees at a restaurant that does not allow smoking on the premises and found that the majority of attendees do not practise the habit of smoking.
inside the restaurant and do not sneak out to the bathroom to smoke, then a new reality is produced, which is that not all of what is forbidden becomes desirable.

In order to make research more realistic, especially in the social and behavioural sciences, it becomes necessary to remove the obstacles imposed by the research philosophy and paradigm, whether it is quantitative or qualitative or mixed research, or at least minimize the impact of these opposites. Accomplishing this requires subdividing the research into two approaches: exploratory and confirmatory, where the analysis of the first kind of data represents exploratory, while exploratory analysis of the second kind of data is based on traditional thematic analysis to represent the confirmatory (Onwuegbuzie & Leech, 2005).

Qualitative data are collected through direct contact with the real lives of individuals, communities and organisations. The importance of this can be summarized as follows: it represents ordinary events in natural environments (Patton, 2002), characterized by fertility and comprehensiveness, making it more likely to reveal the more complex points (Patton, 2002). In addition, the collection of these data leads to strengthening the bonds of trust between the researcher and respondents, giving the former an opportunity to collect as many data as possible.

The implementation of qualitative research requires the collection of qualitative data from multiple sources and in many different ways, such as through observation, interviews or case studies. The researcher can then undertake an inductive analysis of qualitative data through sequential stages in order to achieve the following:

1. To reduce the breadth and diversity of the raw data and to express them in a brief summary.
2. To find and develop links between the research objectives and the conclusions drawn from qualitative data.
3. To build a paradigm or image relating to the importance of structuring the experiences and processes which have emerged from the raw data (Thomas, 2003).

This raises the issues of reliability and validity in qualitative research. Glesne and Peshkin (1992) point out that qualitative analyses result in knowledge that is different from that
produced by quantitative analysis because of the different nature of the underlying philosophy behind each approach.

### 4.3.3 A Triangulation Approach

According to Thurmond (2001), the main benefits of triangulation strategies fundamentally pertain to the combination of two or more approaches to conducting research, such as methodological approaches, data sources, and data analysis methods. When the research intends to use a strategy of triangulation, the objectives are to reduce, negate, or eliminate the shortcomings of a single strategy, thereby increasing the ability to interpret the results more accurate and realistic, because each complements the other and thus will reduce bias (Tashakkori & Teddlie, 2003). Moreover, the combination of quantitative and qualitative data provides great advantages in many areas, especially in research findings. For example, in expressing frequency: the researcher may find that 30% of the employees prefer monetary incentives, but qualitative data can answer the following question: “How many employees over the age of 50 prefer these incentives?”

Using mixed methods may generate a number of advantages, such as providing knowledge of the relationship between the variables of the study and documenting this relationship in a systematic manner, in addition to ensuring greater standardization, reliability and transparency. There are many sociological aspects which cannot be explained using quantitative methods and, at the same time, the use of qualitative methods may lead to a weakening of the validity of the results (Gosling & Taylor, 2010). This validity can be enhanced by the triangulation approach (Creswell, 2003).

Denscombe (2008) has identified the practical uses of the mixed methods approach by researchers, where he pointed out that some researchers use this approach to increase the accuracy of research data. Other researchers may employ the mixed methods approach in order to a produce complete image by combining data from integrated sources. Moreover, the mixed methods approach eliminates the likely bias of data that may be attributed to a single method approach of research. Also, mixed methods, according to the research literature, have been used as the way to develop the data analysis, using the results of this analysis to build findings resulting from using different kinds of data from different sources.
For these reasons, the researcher decided to use a mixed strategy for data collection through a quantitative questionnaire distributed to 800 employees from the staff of the four banks which comprised the study sample, followed by qualitative personal interviews with HR, Recruitment, and Training managers and their assistants, relating to their positions, roles and experiences.

4.3.3.1 Mixed Methods

Mixed method research is defined as "the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study" (Johnson & Onwuegbuzie, 2004, p. 17). Philosophically, this combination represents a third research movement which expands the traditional paradigm by offering a logical and practical model (Johnson & Onwuegbuzie, 2004).

The components of the mixed method research process model represent the steps of research design and arrows link them according to the sequence of the steps of research design. The process also guides the researcher to the importance of the relationship between the steps, so no step should be neglected because each step depends on the previous one, and, at the same time the next step depends on it. This means that mixed research is based on a sequence of steps in a circular motion which are repeated and interactive. Step No. 4 (Data Collection), for example, can be seen as being followed by step No. 5 (Data
Analysis), which interacts with step No. 7 (Legitimation) and this step is linked to step No. 8 (Data Interpretation) by a mutual interactive relationship. In addition, step No. 5 (Data Analysis) cannot be carried out without the components of data collection, display and transformation (Johnson & Onwuegbuzie, 2004).

The method chosen to accomplish the research will depend on what the researcher thinks can be used from the ways and methods to facilitate sound and useful research. The purpose of this study is to investigate and measure the relationship between the human resource management activities represented by the methods used in Saudi banks for the recruitment, training and development of staff on the one hand, and to achieve successful staff effectiveness on the other. Accordingly, mixed methods have been chosen to accomplish this research, both for data collection and analysis. If a single method were to be used, there would be a potential loss of validity of the results for circulation (Gosling & Taylor, 2010).

4.4 RESEARCH STRATEGY

For the purposes of this thesis, which involves determining the role of the employee recruitment and training which form the practices of HRM in achieving employee effectiveness in Saudi banks, the related data were collected through the field survey strategy. In this regard, a great deal of the literature suggests that pragmatism as a research paradigm requires the implementation of research through the quantitative and qualitative approaches, using the survey method for data collection (Dash, 2005; Remenyi et al., 1998). This is a common research strategy in business and management studies (Saunders et al., 2007). Conducting a field survey is an option governed by several factors, such as sample size, study population, and the nature of the data needed, as well as methods of field survey techniques. In addition to this, the field survey method is suitable for the implementation of qualitative research, as it provides the researcher with measurable data in numerical form (Bartlett et al., 2001).

Among the most prominent benefits of the field survey, especially when using a questionnaire, is reducing the cost of research, as a small number of data collectors can survey a large number in a study population (Collis & Hussey, 2009), whether using the Internet or the more traditional form of questionnaire (Wright, 2005).
There are multiple reasons that prompted the researcher to employ the survey method using a questionnaire to collect data. The sample size of 800 respondents from four banks operating in the city of Riyadh in Saudi Arabia prompted the researcher to feel that the best way to address the matter would be a written questionnaire because the process of providing the data would not cause obstruction in the daily work of the bank. In contrast, data collection by other methods, such as observation or interviews, would lead to the presence of data collectors among the employees, which could adversely affect their work performance. In spite of the use of the questionnaire and personal interviews as two of the methods involved in a field survey, the geographic distance between the researcher and the study population obliged the researcher to use the survey approach predominantly by questionnaire, as the researcher was residing in the United Kingdom and the study population was in Saudi Arabia. In this regard, Saunders et al. (2007) have pointed to a brief comparison between data collection by survey and the case study method, in which they state that a survey aims to collect data in a modular manner (Gill et al., 2010) from a large group of people or organisations, while a case study provides extensive data about a single case or a small number of similar cases (Collis & Hussey, 2009).

In order to achieve the objectives of the research, which was to identify the role of the recruitment and training of bank employees in achieving employee effectiveness, it was necessary to use the survey method to gain an idea of the trends and views of the greatest possible number of employees.

### 4.5 DATA COLLECTION METHODS

To carry out research in a scientific way, the researcher needed two types of data: secondary and primary. The secondary data for this research were collected from multiple sources such as books, periodicals, and previous research published in scientific journals. The main aim of secondary data is to establish how to address the problem of the research through the results of researchers who have previously considered this general area of enquiry and to obtain useful data such as demographic and statistical material provided by government agencies or organisations (Sekaran, 2006).
Primary data were collected through a questionnaire and personal interviews with HR managers and their assistants. The former were asked how they exercise human resource activities related to recruitment, training and motivation in order to influence the behaviour and performance of employees. In order to ascertain the credibility of these data and access to an acceptable degree of confidence in them, it was necessary for the researcher also to collect data from the community members who are affected by these practices. This was addressed using the questionnaire technique.

It was more appropriate, however, to use interviews to collect data from people who had the ability and authority to reveal the information that would enable the researcher to reach an acceptable degree of credibility for the data to be collected by other means. Therefore, interviews were conducted with ten HR, Recruitment, Training managers and their assistants in the following banks in Saudi Arabia: National Bank B, the National Bank A, Foreign Bank A and Foreign Bank B.

The rationale behind conducting interviews with the managers of human resource management and their assistants is the availability of the knowledge they have regarding everything related to the employees, such as the applied methods and strategy of recruitment, the methods used for training and employee development, in achieving employee effectiveness.

The manner in which each method was employed is explained in the following subsections.

4.5.1 The Questionnaire

The term “questionnaire” can be applied to any structured research instrument which is used to collect social research data in a face-to-face interview, self-completion survey, telephone interview or Web survey. It consists of a series of questions set out in a schedule (Bulmer et al., 2004).

Questionnaires are popular and fundamental tools for acquiring information on public knowledge and perception of natural hazards. Questionnaires can provide valuable information to emergency management agencies for developing risk management procedures. Although many natural hazards researchers describe results generated from questionnaires, few explain the techniques used for their development and implementation (Bird, 2009, p. 1307).
Questionnaires can be administered and controlled through electronic services such as email and specialist websites, the postal service or manually by handing them to respondents personally (Creswell, 2008). For the purpose of this thesis, a written questionnaire was used.

4.5.1.1 Questionnaire Rationale

A questionnaire was used to collect primary data from members of the study sample to gain their answers regarding the following:

1. Recruitment methods and resources used by Saudi banks.
2. The methods of training and development applied by Saudi banks to enhance employee effectiveness.
3. How the culture of Saudi Arabia influences the banks’ recruitment, training and development strategies and methods in achieving employee effectiveness.
4. The degree of employee effectiveness in place in Saudi banks.

The rationale behind using a questionnaire was due to the research questions and the nature of the study, which focused on the population of 5,000 employees in the four banks operating in Riyadh. Using a questionnaire allowed the researcher to approach this large, geographically dispersed population and gather sufficient data to be representative.

Another consideration was the fear of researchers felt by the managers of HRM in the banks in the sample, and the risk of their providing data which are different from what is happening on the ground in order to enhance their own roles. The researcher thought that collecting data through personal interview would not provide sufficient objectivity and realism; therefore, it was necessary to provide balance in this research by using a questionnaire to collect data regarding what human resource management employees stated during the interviews.

The researcher was aware that the data collected through the questionnaires would have a higher cost at all the following stages: the design of the questionnaire, testing the clarity and ease of completion, distribution to a large number of respondents deployed in several geographical areas, retrieval of the questionnaire from the respondents, and the tabulation and analysis of the data. However, the use of a questionnaire in this research was justified
because it afforded multiple benefits. According to De Vaus (2002), questionnaires are easy to process because they contain data which are easily entered, compiled and analysed by computer. Another rationale behind using questionnaires is that they generally do not lead to inconvenience for the respondents because nearly everyone knows how to complete one.

Moreover, as mentioned earlier, questionnaires can reduce bias because there are no verbal or visual clues influencing the respondent, especially as there are some questions in the interview whose answers would be subject to a wide range of bias. The most important rationale behind using a questionnaire is that it renders data comparable and amenable to analysis. Some authors have also added that the analysis of data collected through a questionnaire will better measure the variables of the study (Ajzen, 2002). Another author (Popper, 1959) has noted the benefit of anonymity. This might make employees more willing to give their views on HR practices than in an interview, where they could be identified.

4.5.1.2 Construction and Content

Since quantitative research requires the collection of quantitative data that are measurable and countable and represented by variables that can be measured, the researcher designed a written questionnaire that covers all these requirements, (see Appendix No.1).

The principles that were taken into consideration in designing the current study questionnaire were compatible with research ethics and objectives. The questionnaire consists of three parts. The first part was a letter from the researcher to the respondents and included a brief definition of the research and its objectives, with a simple explanation of how to complete the questionnaire in addition to the researcher’s profile in terms of place of study and the educational qualification sought. In addition, this section provided advance thanks to all respondents in anticipation of their cooperation with the researcher. According to Grayson and Myles (2005), a friendly letter encourages respondents to the greatest cooperation with the researcher.

The second part of the questionnaire included alternatives for describing the demographic characteristics of the sample members. The use of alternative terms in a questionnaire is to allow the respondents to choose the most appropriate option compatible with their status, so
that they can describe themselves in terms of gender, marital status, educational level, nationality and so on. Each variable has two or more options, such as male and female for the gender variable; Saudi or non-Saudi national for the nationality variable; Diploma, Bachelor, Master, Doctorate for the educational level variable, etc.

The third part of the questionnaire consists of 30 questions, each with five choices (Strongly agree, Agree, Neutral, Disagree, and Strongly disagree) in a Likert-scale format (McCall, 2001). The 30 questions are distributed equally amongst the study variables: recruitment strategy, recruitment and training methods applied in Saudi banks and their role in achieving employee effectiveness. The questions were formulated in a way that connected the content of the question with the topic, an example of which can be seen clearly in the following: “In my opinion, communication with universities to recruit the best graduates supports the competitiveness of the bank”.

The questionnaire was designed by the researcher, as he did not find any similar studies in the literature about labour and employment in the Kingdom of Saudi Arabia.

4.5.1.3 Pilot Questionnaire

The concept of pilot research tackles partial elements of integrated study, whereby it is used to determine the feasibility of using a number of specific research tools, such as the questionnaire and the interview. Some authors maintain that pilot studies are considered an important element of a study (Teijlingen & Vanora, 2001). Moreover, although conducting a pilot study prior to the main part of a study does not constitute a guarantee of the success of the whole, it increases the likelihood of the success of the study. If, for example, researchers designed a questionnaire to collect data related to their study and then checked the statements of the questionnaire through the distribution of a number of the copies to a small group of potential respondents and did not find any difficulties in completing the questionnaire, this would not mean that the researchers would discover the truth; it would, however, reassure the researchers that they had collected the necessary data in the right manner (Taylor & Renner, 2009). Some authors have pointed out that the pilot study could be used for different purposes in the field of social science research. For example, it could be used as a feasibility study for some components of a study, as well as being used to verify the necessary preparations for the study as a whole (Polit et al., 2001). However, the
importance of the pilot study increases in survey research, as Borg and Gall (1983 cited in Al-Esmael, 2007) have stated that the researcher who wants to conduct a pilot study must make a test of the questionnaire which will be the main tool for the survey.

Therefore, the researcher presented the questionnaire to the research supervisor, Dr David Bright, who suggested modification of some of the questions and addition of some fundamental points using his experience in the society and culture prevailing in several states in the Middle East. The main important amendment to have been made at the direction of the supervisor was the need to compose the questionnaire questions in such a way as to explain the causal relationship of questionnaire questions’ content and between the variables of the study, which are the methods and strategies of recruitment, the training methods and their role in achieving employee effectiveness on one side, and customer focus as a measurable variable at the end of each question on the other side.

In response to suggestions by a number of authors that survey instruments must be tested in the real world (De Vaus, 2001), the researcher distributed the questionnaire to a number of specialists, including five professors in Jordan and three in Saudi Arabia, who highly appreciated the proposals submitted by the supervisor. However, some of these specialists wondered about the difference between the processes of recruitment methods sources and the research scope; the researcher answered that recruitment was the first stage, followed by other steps before hiring. The researcher then tested the questionnaire's validity through the distribution of ten copies to ten people working in national and foreign banks. Minor notes of interest were encountered, either in the wording or in the answers given. The main query by these respondents concerned the meaning of the term “on-the-job” training, in response to which the researcher presented a full illustration of this term, in addition to the explanation of the variables and research scope as practical responding from the researcher to the people taking part in the pilot study.

4.5.1.4 Questionnaire Validity

There are various definitions of the term “validity” in the literature. Cozby (2009) defines validity as the extent to which a test measures what is required to be measured, while Winter (2000) argues that validity represents an agreement between two activities for measuring one thing in different ways. Validity indeed has two types: internal and external.
Internal validity aims at the true attribution of the observed findings to the conditions that mainly contributed to the existence of these findings, while external validity presents the evidence of the possibility of the application of the search results that are subjected to measurement in other contexts (Chapelle & Jamieson, 1991). Other authors maintain that validity, both internal and external, is essential for experimental studies. Neuman (2010) reports that internal validity is responsible for highlighting possible errors or multiple interpretations of the results, while external validity determines the ability of results to be publishable from a limited context to the wider community.

For the current study the panel-of-experts method was adopted (see 4.5.1.3) in order to test the face and content validity. Content validity emphasizes testing the research consistency and knowledge reflected in an academic research area and is believed to involve intuitive judgement, while face validity assists the researcher in assessing and examining a questionnaire’s validity through a respondent’s examination or impressions of whether it is understandable or not (Schmitt & Landy, 1993). In addition, a factor analysis test was applied to discover whether the observations concerning the variables could be explained largely or entirely in terms of other intervening smaller variables. In other words, this tests the relation and internal consistence between a questionnaire’s observed variables and unobserved variables, described as factors. Moreover, factor analysis explains joint variations in response to unobserved variables (Sheppard, 1996). For this research, the analysis results of the significant total factors analysis were 0.970-0.996 (see Table 5.1 in the quantitative analysis chapter).

The mother language of the respondents is Arabic, so the questionnaire was first written in English and presented to the supervisor, and then translated into Arabic prior to distribution to the respondents. After the questionnaires were returned by the pilot sample members, the document was translated again into English by the researcher and linguistic experts in the field.

In order to reassure the researcher further in this respect, Arabic copies of the questionnaire were distributed to professors and bank employees to test the validity of this questionnaire. With regard to external validity, the researcher sees that this is available because the results have the possibility of being applied by the banking sector.
In addition, quantitative statistics can explain validity in many directions. Yao et al. (2007) applied three quantitative methods to examine content validity and analyse the rating and sorting of data proportion: substantive agreement, substantive validity, and the ANOVA technique. Therefore, the researcher applied these techniques to ensure the data validity. See quantitative analysis chapter for more details.

4.5.1.5 Questionnaire Reliability

After piloting the questionnaire and being reassured of its validity by incorporating the modifications to the questionnaire based on the results of the piloting process for the questions, the data collected from 512 respondents were entered into the computer to be analysed using the SPSS (Statistical Package for the Social Sciences) program. One of the important goals of this analysis was to verify the reliability of the tool used. Neuman (2000) has defined reliability as the extent to which the results of a study are consistent with similar studies, even if conducted by another researcher, while Roberts (2006) has pointed out that validity and reliability are ways of explaining and delivering the accuracy of research and the value of the confidence in the results of the research.

Some authors have not only presented a definition of reliability, but have exceeded this in identifying two types of reliability. Bryman and Cramer (2001) point out that external reliability refers to the extent of the validity of a measure regardless of its use, time or place. Therefore, the expected results of a piece of research should be the same if the researcher uses the same scale in any different research population. In this regard, the researcher distributed fifteen questionnaires to the same study sample after three months from the original data collection date to compare their answers with prior responses of the questionnaires, with positive coefficient reliability result. A test of internal reliability is more common and widely used, especially in cases of multiple items for each scale, as it also presents the answer to the question of whether each scale has been dedicated to measuring a single idea, which points to the items included in the scale being internally consistent. For the purpose of this research, the researcher decided upon a procedure to test the internal reliability of the research tool and created specific parameters to measure reliability, some of which required statistical tests (Cormack, 2000). The internal consistency in quantitative research reflects the relationship between all the results reached through a single set or survey. Many authors suggest using Cronbach’s alpha reliability
coefficient for Likert-type scales. The researcher used a Likert scale and registered the internal consistency reliability estimates on two levels: the whole domain and the subdomains of the analysis of the data. A Cronbach’s alpha of 0.939 (see Table 5.1) indicates the high consistency of the questionnaire along with the research variables that represent and address the research question and objectives.

4.5.1.6 Population and Sample

In the case of a large population for a study, researchers often choose the method of random sampling to collect data. The reason for drawing participants from a population randomly is that the typical distribution of the characteristics of the participants for the subject under study will not be homogeneous, which contributes to a large extent to avoiding bias, as the sex of the participants is different, they vary in age, hold multiple qualifications and so on (Sekaran, 2000). Therefore, two stages of sampling has been taken. In the first phase the researcher in this research selected the human resources managers in the four banks as a stratified random sample consisting of all the human resources managers and their assistants. This was done in order to distribute the questionnaire and coordinate with the recipients to practise the role of distributing the questionnaire to the employees in different departments (such as Finance, HR, Administration and Customer Services) and gathering these questionnaires from those employees after they had completed them so that they could be submitted to the researcher. In this regard, Babbie (2010) points out that stratified sampling can be built on a compound distribution at the individual level. As the sample for research consists of employees from four banks, this could be a reason for a number of differences between the sample members as a group from each bank department, so it is more meaningful to divide the strata according to the number of groups because one group of strata differs markedly from another, where it is possible to perform different job positions from one bank to another (Sekaran, 2000).

In the second stage the researcher applied a simple random sample, as in the case of large populations researchers usually follow the method of random sampling to collect data. In this regard, Olken and Rotem (1989) point out that the simple random sample method involves a sample size specified by the user. If the probability of the inclusion of individuals is uniform, we can say that we have a simple random sample. Other authors
have suggested that a simple random sample better befits a finite population (Stanek et al., 2004).

The sample size for this study was selected from the statistical tables of the samples using a random number table, because the other types of sampling involve a number of obstacles to obtaining employees’ information for security and cultural reasons due to the nature of the study population, as it includes people who have a strict culture. This may have contributed to creating barriers for the researcher during the data collection process in the matter of access to the organisation. Therefore, the researcher found applying another sampling strategy such as systematic random sampling would be unreliable. By choosing this type of sampling, a researcher can obtain a variety of responses which are far from biased due to differences in the demographic characteristics of the respondents (Sekaran, 2000).

The confidence level is a percentage that represents how often the actual percentage of the study population which tends to choose an answer lies within the confidence interval (Smithson, 2003). If a researcher’s confidence level is 95%, this means that he or she can be 95% certain. Some researchers tend to use 99%, but most use the 95% confidence level. In order for a sample to be representative of a population, the researcher must take into account the following degrees of confidence. The sample size for this study was selected from the statistical tables for determining sample size under a confidence level of 95% with a margin of error of 5%. In this case, the population consisted of the employees of four banks operating in Riyadh in the Kingdom of Saudi Arabia. Four banks were selected after consultation with the supervisor, in addition to the views of some experts in the Saudi banking sector who are known to and are friends with the researcher. It was suggested that the optimum sample of banks be two national banks and two foreign banks, in order to have a representative sample.

The population of employees in all the branches of the selected banks in the Kingdom contained more than 13,000 employees, according to the banks’ official websites. However, for the purposes of the study and determining the number of sample members, the researcher estimated the number of employees working in the headquarters of these banks as 5,000. This, therefore, represents a population of 5,000 individuals, and by browsing the population size using 95% with a 5% error, the appropriate number of questionnaires to
collect was calculated to be 357, which was the formula used by Krejcie and Morgan (1970). The researcher distributed 800 questionnaires (200 questionnaires to each of the four banks) to provide the most credible results, and to reflect the characteristics of the population and achieve the simple random sampling goal of the sample size representing the same chance equally (Yates et al., 2008). Of the 800 distributed, 512 (64%) of the questionnaires were returned and were suitable for analysis.

4.5.1.7 Questionnaire Implementation

Collecting research data can be a real source of concern for a researcher, especially in developing countries, due to the lack of interest in scientific research and the dominant culture, which often calls for covering up and concealment (Bulmer & Warwick, 2001). What increased the concern of the researcher in this thesis was the confluence of two important elements. The first was the nature of Saudi society, which is governed by a militant culture in which some researchers state that business organisations are still managed according to the bureaucratic approach (Wang, 2008), which assigns decision-making authority to senior management and may lead to difficulties in the data collection phase. The second element is the population of the study, as banking is surrounded by thick walls of secrecy and anonymity.

In order to overcome these obstacles, the researcher made use of official letters and communications issued by the University of Hull by his supervisor to the Saudi Cultural Attaché in London calling for the facilitation of his task, the Saudi Cultural Attaché Bureau issued letters to the banks asking them to cooperate with the researcher (see Appendix No. 7). In addition, close professional relationships with some of the bank managers and senior staff helped in gaining access.

After coordination with the HR Managers in the four banks, the researcher and the three investigators who worked with the researcher distributed the questionnaire to the HR Managers on 15 October 2010, with a reminder sent one week later. The researcher, in collaboration with the HR Managers in the four banks, identified 4 December 2010 as the deadline for receipt of the questionnaires, with the banks being committed to that deadline.
4.5.1.8 Questionnaire Statistical Analysis

Questionnaire data were input to the computer for analysis using the Statistical Package for the Social Sciences (SPSS). This software is the most appropriate tool for storing, classifying and conducting the necessary statistical tests in order to gain results appropriate to the objectives of the research (Norusis, 2008).

Cronbach’s alpha and factor analysis were used to test the reliability of the responses to the questions in the questionnaire. The means and standard deviations for each statement in the questionnaire were calculated in order to rank the 30 statements included in the questionnaire on the basis of the agreement of the respondents.

To ensure there are no statistically significant differences caused by demographic factors, ANOVA and t-test analysis were conducted to compare the multiples for a description of each demographic factor individually, as well as within and between groups. The result was that the mean difference is significant at the level P value <0.05.

The discrete statistical analysis of each source of questionnaire factors from the viewpoint of the respondents, in terms of their effects on employee effectiveness, was facilitated through the following optional answers: Strongly agree, Agree, Neutral, Disagree, and Strongly disagree, so the applied analysis technique was ranking.

The eight demographic factors used to describe the members of the sample were as follows: gender, marital status, age, vocational status, education level, nationality, bank and experience.

As the research discusses the extent and the manner in which the contribution of some human resource management activities, such as recruitment and training, are effective in achieving the effectiveness of employees, it was necessary to identify a deeper relationship between HRM activities and the effectiveness of employees by linking each demographic factor with the rest of the variables, so as to obtain more accurate results. Thus, it is better to say that 50 respondents are male, hold Saudi citizenship and work in National Bank A, instead of saying that the number of people working in National Bank A out of the sample is 50. For this reason, cross tabulation was performed.
4.5.2 The Interview

The literature refers to the existence of two methods of data collection using the interview technique: the personal interview and the telephone interview. A personal interview is defined as a meeting between the interviewer (often the researcher), and the interviewee. Personal interviews involve an in-depth conversation about the research topic, especially the needed data (Knapik, 2006). Interviews we used to complement the questionnaires, each being used to validate the other. The researcher believes that this approach will lead to the minimizing of inflexibility and the reduction of bias in any of the parties.

According to Opdenakker (2006), face-to-face interviews are characterized as being conducted through synchronous communication in terms of time and place. Since this method requires a "vivid and direct" meeting between the interviewer and the interviewee, this enriches the information given by the interviewee, because the interviewer will notice and benefit from the tone of voice, body language and way of diction of the interviewee. In this regard, Nardi and Whittaker (2002) have pointed out that face-to-face interviews allow information exchange between the two parties, and in this way the interviewer can acquire extra information that may be useful for the research.

Another advantage of this method is that there is no delay in receiving an answer to a question because of the quick and direct interaction between the interviewer and the interviewee. In addition, this method strengthens the relationship between the interviewer and the interviewee, and this may increase the degree of interview flexibility and increase openness.

The main disadvantage of this method is the high cost either in money or time, because it may take a long time for one interview. The interviewer will also bear the transportation costs to the interview location, in addition to the cost of recording the interview. Also, because of the time constraint, the interviewer will tend to limit the sample size, which negatively affects the data diversity. In some situations, face-to-face interviews may lead to bias from the interviewer, especially if he/she and the interviewee are relatives or close friends, particularly in some cultures such as the Saudi culture, which focuses on maintaining a family relationship.
It is also possible to record the facts of an interview using tapes, but this is subject to interviewee approval. The choice of the researcher to conduct a verbal interview through mutual dialogue emerged from the importance of taking notes during the interview because, despite the fact that the tape recording of interviews is more accurate and comprehensive than writing, it may result in the risk of not taking any notes during the interview due to focusing on the recording machine and its control keys. Finally, we can say that taking notes during an interview is vital for the interviewer, even if he/she has used a tape recording, to ensure that all questions have been answered. Taking notes also reduces the effects of malfunctioning tapes or problems with the recording process itself. Furthermore, the qualitative interview forms the cornerstone in many kinds of research, whether positivist, interpretive or critical. The importance of interviews stems from the fact that they allow us to see what is not usually available to be seen and to examine what has been looked at but is rarely seen (Thursfield, 2000).

### 4.5.2.1 Interview Schedule

According to the literature, there are various types of interview. However, most of the literature agrees on the following four types: structured, semi-structured, unstructured, and focus group interviews (Punch, 2005). The choice of the type of interview will depend on the type and size of the data sought by the researcher. After comparing the characteristics of each of the interview methods and their suitability for the purposes of this research, it was decided that the semi-structured interview was the most appropriate. In this type of interview, questions are prepared in advance to ensure coverage of the issues of interest. However, the researcher retains the flexibility to vary the question order or to add, modify or omit questions as appropriate with each interviewee, to probe for the classification of responses and to pursue emergent issues. The researcher can work through this method to obtain more information during the discussion of a particular subject whenever he feels that a topic has not undergone a thorough enough debate (Aira et al., 2003).

The interview questions were designed according to the following groups.

First group: included questions to identify the interviewees and their positions in the bank cadre:
1. May I know the job title held by you, and what are the tasks associated with it?
2. I would be grateful if you could give me an idea about the qualifications required, and the training courses to be taken to reach this position.
3. From your response to the first question, it is clear that the decisions taken by your participation call for the availability of sufficient information about the employees. How do you get this information? And how many years have you worked in your current position?

The purpose of these questions was to recognize how important the position of Director of Human Resources is in the bank through the qualifications, years of experience and training taken. This is a statement of the importance of the availability of the necessary knowledge to make rational decisions regarding employees and their affairs.

The second set of questions revolved around the recruitment strategy and methods applied in the bank:

1. Specialists in the management of individuals say that the best strategy for the recruitment of staff is based on the use of all recruitment methods from all sources, because this application allows the bank to obtain the largest number of possessors of experience and skills from which to choose. What do you think of this statement? Can you take advantage of applying this in this bank?
2. When there are vacancies in the bank, what are the usual methods applied by the bank to attract effective employees? And what is the impact of the level of job vacancies on the selection of methods and the source?
3. In what cases would the bank prefer to use the methods of internal and external sources of recruitment and why? And which of these sources do you believe will create employee effectiveness for supporting customer service?
4. There must be major customers who place pressure on you to recruit employees through cronyism and nepotism. How do you deal with these cases? And do you think this will affect the employees’ effectiveness toward customers?

The answers to these questions were expected to provide the researcher with important data to serve the purposes of the research and to assess the degree of credibility of the study sample from the employees’ responses to the questionnaire statements. From the first
question, the researcher could gain an idea of the recruitment strategy used in the bank, in addition to the sources and methods of recruitment it employs. This question was, if necessary, followed by probe questions, such as:

a) Do you think the implementation of recruitment and training development methods achieves employee effectiveness by implementing the appropriate methods?

b) As long as it is so, is there a consensus between the recruitment strategy and the overall strategy of the bank? What are the aspects of this compatibility?

The answers to questions two and three highlight the best methods of recruitment from the standpoint of the bank, in addition to eliciting a statement of the cases where the bank focuses on internal sources of recruitment.

The third set of interview questions allowed discussion of the importance of training and employee development prompted by the following questions:

1. As long as employee effectiveness is one of the objectives of the bank, what is the role of training methods, programmes and courses in achieving these goals?

Through the generality of this question, the researcher expected the answer to be in the form of a useful discussion to address the quality of training programmes and how they are chosen, when to rely on external training, the trainers who are able to achieve the goals of each training programme, and other information through the addition of investigative questions, such as what about new employees and how are trainees selected?

2. Do you think that on-the-job training is more effective than off-the-job training? Why?

3. Theorists say that training is an effective contribution to guiding employees’ behaviour towards achieving the goals of the organisation, including customer. How do you exercise this in the bank?

This question was, when necessary, followed by probe questions, such as:

a) How do you ensure that trainees transfer their training and apply it in their jobs through satisfying the customer?
b) Some organisations consider that employee training is a kind of incentive because it may lead to upgrading an employee to a higher level or may provide employees with a new skill which allows them to obtain a reward or an increase in salary. Is there some kind of link between the rewards system and training in the bank?

4.5.2.2 Pilot Interview

Piloting interviews is an advance effort by the researcher, designed to make the interview something interesting and attractive for the people who will be interviewed by the researcher, where the researcher strives to create a favourable environment before conducting the interview. Here, communication plays the main role (Kurkela et al., 2009). The researcher must agree on a specific date in advance with the person who will be visited for an interview, and in a way that makes the person feel that he or she is very important.

The next step is piloting the interview questions. This is done by reviewing the questions with people from the same environment as the interviewee in order to verify the clarity and objectivity of the questions and to establish whether the supplementary questions derived from each question will provide the researcher with the data necessary for the purposes of the research, and that they are not just a waste of the interviewee’s time (Gillham, 2004).

The questions for the interviews were written firstly in English, because the first step of the piloting of the interview structure and questions was their presentation to the thesis supervisor, Dr David Bright, by e-mail in order to seek his approval. Two days were allocated for sending and receiving the documents for the thesis between the researcher and the supervisor, and this schedule was achieved. After receiving a positive response from the supervisor, the interview questions were translated into Arabic because the mother tongue of the interviewees is Arabic. Firstly, piloting was conducted with university professors from the Management Department of the University of Jordan, after which the researcher amended the questions according to the feedback received, which related to the explanation of the terms of the variables, along with other advice on how to ask probe questions at the right time. The thesis supervisor also provided useful feedback and the researcher took all the respondents’ comments into account.
The next step involved the researcher deciding to start conducting the interviews with the first two respondents on a trial basis, so that if they had any comments on the clarity or wording of the questions these could be accommodated. However, the respondents did not offer any negative remarks about the interviews. Based on this, the researcher continued with conducting the interviews.

After finishing the interviews, and in order to ensure the validity, reliability and accuracy of the interview questions, the researcher conducted a test with two bank employees outside the scope of the sample. The result was that the researcher felt that the way in which the questions had been formulated and his means of discussion were meaningful to those people and would follow this trend with HR, recruitment and training managers’ responses.

4.5.2.3 Sampling and Population

For the purposes of this thesis, a purposive sample was selected by the researcher in order to collect qualitative data through interviews. The use of a purposive sampling technique is more effective when the researcher wants to study a social, cultural and behavioural domain which includes a number of knowledgeable experts (Tongco, 2007). Therefore, the researcher used a purposive sample that consisted of ten managers distributed according to their bank's nationality and the HRM activities under study in this thesis. The distribution of these managers involved five people from national banks and five from foreign banks, as follows:

National banks: Recruitment Manager (1), HR Assistant (1), Training Managers (2), Branch Manager (1).

Foreign banks: HR Manager (1), Recruitment Manager (1), Training Managers (2), Recruitment Assistant (1).

The rationale behind conducting interviews with these people is that they represent the actual practitioners of HR activities, besides the availability of the knowledge they have regarding everything relating to the employees, such as the methods used by the banks for training and employee development, and applied methods and resources of recruitment. In addition, they are more likely to be able provide data on the performance and behaviour of the employees.
4.5.2.4 Gaining Access

Practically, conducting an interview in order to collect research data from the sample members is not a routine process, especially when the respondents are members of an organisation being surveyed.

Data collection, especially from bank employees in the workplace, is not an easy process due to the secrecy of banking information and other cultural factors. This action, therefore, required pre-coordination with the managers of the banks. Consequently, a written letter was issued by Dr Bright to the Saudi Cultural Attaché with copies for the banks. Under this letter, the Saudi Cultural Attaché issued letters to the banks asking them to cooperate with the researcher.

4.5.2.5 Conducting the Interviews

In coordination with the banks’ managers (HR, recruitment, training, and assistants) through e-mail, the starting date for the interviews (1 October 2011) and the deadline for finishing the task (the end of November 2011) were agreed.

Face-to-face interviews were conducted at the headquarters of the banks in Riyadh. Data were collected using a note-taking technique during the interview, although the use of recording tools is preferred by many researchers in the literature. For example, Hove and Anda (2005) report that audio recording enables the interviewer to focus on everything that is said during an interview. Multiple reasons led the researcher to use a note-taking technique. Some of these reasons were due to the volume of the details required and some were due to the prevailing organisational culture in the banks, in addition to other technological barriers such as excessive noise, disruption caused by tape machines, the lack of adequate space for positioning and operating the machinery and the length of time required for subsequent operations (Campion et al., 1997). The main reason that led to using a note-taking approach rather than tape-recording, however, was the nature of the banking business, which requires great secrecy, and in particular there are some questions and answers which show that banks follow a method of recruiting talent from rivals. There is also a cultural reluctance to allow the recording of dialogue, whatever the goal.
To overcome problems arising from the use of the note taking technique, compared with the advantages of recorded interviews, the researcher employed three experienced investigators to help him in this task, whereby the researcher asked a question and the investigator then wrote the full answer given by the interviewee.

At the beginning of each interview, the researcher started by identifying himself and explaining the research goals, highlighting the value of the research for the banks’ interests especially in this era of fierce competition, which requires the banks to seek to provide developed banking services by effective employees. Then the interviewer started asking the questions in turn. The first group of questions was introductory and aimed at defining the job title and functional position of the interviewee. The rest of the interview questions were divided into two groups covering the themes of the study: recruitment strategies and methods and training methods. In this phase, the researcher was playing the role of listener, with a high level of concentration in order to write the answers in his notebook.

The process turned from mere questions and answers to a rich debate of thoughts, ideas and beliefs because open-ended questions were used in conducting the interviews. It was, therefore, fortunate that the interviews were completed on the dates specified in advance.

4.5.2.6 Interview Data Analysis

There is a large difference between analysing quantitative data and qualitative data because qualitative data consist of a huge amount of words and phrases that cannot be measured numerically like quantitative data. In order to analyse qualitative data for research purposes it is necessary to organize, categorize and interpret this large volume of words in a meaningful way. In this regard, Denzin &Lincoln (2005) and Lacey and Luff (2007) report that the analysis of qualitative data passes through the following stages:

- Consciously knowing the data through reading, listening, observing, etc.
- In the case of using recorded tapes, the transcription of the recorded materials becomes necessary.
- Organizing and indexing data to ensure easy retrieval at any time.
- Concealment or disguise of sensitive data (anonymising).
- Data coding.
Development of temporary categories for the classification of the data.

Other authors (Miles & Huberman, 1994) have suggested three functions in the stages of qualitative data analysis: data reduction, data display, and conclusion drawing. The researcher considers that these three stages are the same as the above-mentioned seven stages, only expressed briefly. Data reduction is a function which includes data organizing with the aim of reducing the huge amount of data by means of thematically focusing (themes are created first), simplifying, and extracting data from the interview transcripts.

For this research, thematic analysis was used for the qualitative data because this is a flexible and useful research tool. According to Braun and Clarke (2006), thematic analysis can provide the richest data in more detail, regardless of the degree of complexity of the data. From here, it can be said that thematic analysis is a practical approach that addresses all stages of qualitative data analysis; these include identifying, analysing and reporting themes with data. The process also creates themes related to the research variables from the interview transcripts and represents them. This type of analysis collects all the combinations of all the respondents, related to one of the research topics, to be offered in a single theme.

Accordingly, the researcher grouped the interview questions related to each part of the thesis in one category to represent the separate themes (training methods, recruitment strategy, and recruitment methods) which are the variables of the research. This kind of analysis also included descriptive analysis of the interviewees’ characteristics in terms of the key features of the work environment, such as the bank’s nationality, the job title of each of the respondents, and the experience in years needed to fill the job from each respondent’s perspective.

The starting point in analysis was translation of the all interview scripts from Arabic to English. Then the process of coding began.

The coding of data requires re-reading and carefully examining each transcript, and giving labels to each key theme or sign emerging from the data that is likely to provide appropriate answers to the interview questions. The coding process is aimed at the systematic research of indicators that reflect many different perceptions which represent the preferences,
understandings, and behaviours practised by the people who were interviewed (Bryman & Bell, 2007; Miles & Huberman, 1994). It is also through the coding process that the basic categories are established containing the emerging themes, creating a descriptive label for each one.

The analysis for the current research was conducted through the NVivo program and involved the following stages:

1. All the interview information and data were entered into the software in order to proceed with the coding process.

2. Each respondent was given a special code after entering each person’s characteristics in terms of the bank in which he or she worked, job title, and experience in years. For example, the code 1-NB1-TM means the following: “First interviewee works in a national bank as a Training Manager”.

3. Conducting manual coding and auto coding for all the interview questions and the answers of all the respondents. This process was useful in ensuring the validity of the coding for each respondent and that person’s answers to the questions, in addition to the use of the emerging comparative table which the software employed to conduct a cross analysis according to the questions.

4. Building themes: the NVivo software is designed to use the theme tree technique in order to create a suitable title for each theme according to the transcripts through grouping similar transcripts in a separate theme.

5. Re-coding: in this stage the comparative table has a significant role in identifying the similarities and differences between the content of each theme in order to ensure that all transcripts under each theme are in their appropriate location and transferring any different transcript to its related theme. For example, one of the questions related to training methods and sources (external and internal) and the answer of one of the respondents focused on the gender variable, as he said that external training was limited
to males only. Thus this answer must be categorized under the theme of culture, not training. For more NVivo analysis (see Appendix No.6).

All the stages of this process have produced a number of basic categories that presented the concepts needed to answer the interview questions. The qualitative data analysis was conducted using NVivo software. The following key themes were created during the data coding process:

1. Generating employee effectiveness through the recruitment strategies applied by Saudi banks: this theme examines the relationship between the recruitment strategy applied and employee effectiveness.

2. The consistency between the bank's strategy and the recruitment strategy: the main goal of this theme is to ensure whether the HRM strategy for recruiting potential staff is compatible with the whole strategy of the bank.

3. Saudi banks’ approach to external and internal recruitment sources: this theme includes the views of the interviewees regarding the best recruitment strategy from their perspective.

4. The optimum recruitment methods implemented by Saudi banks: the main goal is to list the recruitment methods applied by Saudi banks according to their importance.

5. Training method implementation in Saudi banks: the main aim is to reveal the training methods applied by Saudi banks which ensure improvement in performance and behaviour.

6. The contribution of external and internal training sources in achieving employee effectiveness: this theme examines how Saudi banks can benefit from training in achieving employee effectiveness.
7. Effective programmes which help to direct and achieve the necessary employee behaviour and performance: this identifies the training programmes preferred by the respondents which lead to directing the performance and behaviour of staff.

8. Training programmes as incentives and rewards for accelerating employee development: this explains how incentives play a role as an important element of training methods to sustain employee development.

9. How the banks can be sure of employees' effectiveness by transferring and applying the training programmes to the workplace: the most important issue in the training process is transferring the new knowledge and procedures acquired by the trainee to the workplace.

10. The way in which Saudi culture affects recruitment and training method orientation: Saudi society is governed by a strict culture and this theme was devoted to revealing the cultural effects on recruitment and training methods, especially the role of nepotism and cronyism in the employment process.

11. Recruitment and training methods leading to fulfilling the banks’ goals and achieving employee effectiveness: the goal was to identify the methods of recruitment and training used by Saudi banks to achieve the goals of the bank and employee effectiveness.

4.5.2.7 Interview Validity and Reliability

According to Guba and Lincoln (1989), in qualitative research, internal validity is interpreted as credibility, external validity is attributed to transferability of the research results, and reliability has been interpreted as dependability. This reconceptualization is due to the profound difference in the epistemological approach between quantitative research and qualitative research. Various standards have been developed as tested means for reflecting the validity of qualitative research in terms of accuracy and legitimacy.

For this thesis, the researcher has endeavored to assess the research validity and reliability through the standards of Guba and Lincoln (1989), whereby accessing the truth has been
achieved by interviewing ten HR Department Managers and Assistants, thus reflecting multiple perspectives. The dependability standard can be expressed through the consistency of the research findings. Both questionnaire and interview data revealed that the right recruitment from appropriate sources and through practical methods followed by the necessary training contributed to achieving employee effectiveness through responding to customer needs and maintaining customer satisfaction. Therefore, it can be said that there is a high degree of harmony between the findings of the quantitative data analysis of this research and the findings of the qualitative data, as stated by Maxwell (1992).

Achieving internal reliability in qualitative research starts by organizing and arranging qualitative data in a manner which clearly shows consistency or divergence and diversity in the responses of the participants, which must be expressed clearly and with common words and phrases (Leidy & Vernon, 2008). Therefore, testing reliability is one of the most important tests of any qualitative research as a measure of the quality of the research. This is because the term “reliability” relates to the quality of a piece of research and, on this point, Stenbacka (2001) has pointed out that the quality of qualitative research can be evaluated if the goal of the use of reliability is to generate understanding. Some other authors state that reliability and validity can be conceived of as values of trustworthiness, accuracy and quality in qualitative research, in addition to which they are indicators of the elimination of bias (Golafshani, 2003). Therefore, in this research the researcher conducted an NVivo test in order to assess the validity and reliability of the qualitative data collected through the interviews. This included a test to prove the matching of the interview questions with the themes created by the researcher, and to what extent the themes reflect the content of the questions. This can be observed clearly in all the themes that represent the interview questions. For example, the theme of recruitment strategy was developed according to the content of the related questions.

The NVivo test was conducted using the following three techniques:

- Test of frequent words: this test is designed to extract the most frequently-used words. The result was that the most frequently-used words represent the variables in the study, such as recruitment, training methods, sources, applicants' effectiveness, and customer satisfaction.
• Test of similarity: this test focuses on the query function, whereby when a specific term is employed the software provides the user with similar terms used in the content. For example, recruitment as a term will be followed by similar words, such as methods, sources, university, milk round, advertising, employment agencies, and so on, as a kind of free association (Hollway & Jefferson, 2005).

• The third technique used to test reliability was a coefficient correlation that shows the relation between the themes (see Figure 7.1 in the interview analysis chapter).

4.6 RESEARCH ETHICS

There is no doubt that human relations are governed by moral rules stemming from the beliefs, values and convictions, formed in the whole culture of community, that govern the members of the community in their behaviour and actions when dealing with others, whether this deal economically, or professionally, socially or in any other way. Compliance with these rules will help in the provision of mutual understanding between the parties to handle, resulting in appreciation of the actions and behaviours and statements issued by each party.

Like other members of the community, the researcher is dealing with different categories and classes of society, such as academics, researchers, practitioners, and members of society under examination, especially in social research. Based on the great importance of research activities, states, governments, and research institutions such as universities have developed ethical rules and procedures that must be adhered to by the researcher.

The University of Hull in the UK governs research activities through a Research Committee, and the researcher held to fill out an ethical procedure for research form. The form (see Appendix No.7) contained personal data regarding the researcher, in addition to an assurance that the researcher had obtained the acceptance of the banks that were to be discussed, as well as an undertaking by the researcher to deal with members of the banks in accordance with the ethics of the profession, and not to publish information which had not been approved for publishing by the bank.

The researcher obtained the acceptance of the banks on the form issued by the university "Consent form for institution and organisation survey research" (see Appendix No.7), in
addition to banks’ acceptances by email. The researcher also received official permission from the Saudi Embassy in London, sent to banks, including information about the student and his university, to help him in conducting his research and allow him to enter the banks and conduct interviews.

4.7 SUMMARY

This chapter was devoted to discussion of the methodology adopted to measure the role of human resource management activities relating to the recruitment of employees and employees training and development, as independent variables, and their contribution to the achievement of employees effectiveness, from the viewpoint of Saudi bank employees. It was decided to conduct this research by the employment of a triangulation approach which depends on mixing quantitative and qualitative methods.

As Collis and Hussey (2003, p. 77.166) note,

It is not surprising that the researcher uses a mixed approach, especially in the methods of data collection and analysis, and it is possible and useful to use both quantitative and qualitative methods in business research.....as the researchers in survey research, realize that there is a value resulting from the combination of their work and conducting interviews.

This methodology required the researcher to conduct interviews with HRM managers in the banks participating in the sample to gain data complemented by quantitative data collected from bank employees using a questionnaire.

The research sample consisted of 512 employees in four banks in Riyadh. The questionnaire was divided into three parts: recruitment strategy, recruitment methods and employee training and development. The statistical analysis deliberately linked the answers of respondents and their demographic characteristics using cross tabulations and ANOVA and t-test between each demographic factor and the questionnaire questions. The purpose was to identify the effect of the respondents' age, sex, nationality, education level, marital status, experience, the department in which he or she works, and the bank that employs him or her, on their responses. The aim was to rank recruitment methods and strategies that provide the bank with candidates who can be effective, and to determine the best methods
of employee training and development, that contribute in achieving employees’ effectiveness.

The next chapter reports the quantitative analysis and finding of this study, starting from the quantitative analysis techniques and presenting the analysis outputs to be interpreted.
CHAPTER FIVE: QUANTITATIVE ANALYSIS AND FINDINGS

5.1 INTRODUCTION

This study seeks to assess the role of aspects of human resource management in achieving employees' effectiveness through the exercise of recruitment and training activities. In order to achieve this desired effectiveness, human resource managers must choose the best method of recruitment to ensure that the organisation acquires the best applicants. This process often depends on effective recruiters to accomplish this task, in addition to designing a training strategy that comprises the most useful training programmes to be provided for the employees by expert trainers.

In order to examine the role of recruitment strategy, recruitment techniques, and training and development methods in creating employee effectiveness, a questionnaire of ten questions for each part (a total of 30 questions) was distributed amongst 800 employees in the four banks operating in Riyadh who represent the study sample. The number of valid questionnaires available for analysis was 512. The Statistical Package for the Social Sciences (SPSS) was applied to compute the data in three types of analysis: discrete, such as descriptive analysis and ranking; interval estimates, such as variance (ANOVA); and a t-test. The forthcoming sections will clarify these types of analysis.

The interpretation of the data used is according to the following example, if we presume the referral method of recruitment is the most common method used by the banks to recruit employees. These methods help in understanding customer needs, so the researcher will see that these methods help to achieve employee effectiveness because the employees who are recruited through these methods are effective and active due to the achievement of organisational goals (serving the customers). This means that employees who understand the customers and contribute to building strong relations are more effective within the organisation than employees who are recruited through the website method. If the data analysis had shown that recruitment through this method (the website method) had obtained a rank lower than other recruitment methods in terms of achieving employee effectiveness, this would not logically contribute to achieving customer satisfaction; while the recruitment method which occupied the first rank (university graduates) would produce employees who
are able to be effective in achieving customer satisfaction. Therefore, employees who are recruited using a website would never contribute to achieving organisational goals, including customer satisfaction and effective employee performance and behaviour.

The results reported in this chapter are presented as follows.

**Part I: Questionnaire demographic factors analysis**

This part consists of the following sections:

**Section One: Data analysis with Reliability test, Factor analysis and Frequency analysis.**

This section includes the reliability test and factor analysis of the questionnaire and the distribution of the sample members according to the following demographic characteristics: gender, marital status, nationality, age, position, education level, experience. For this research, numerical and percentage distribution were used.

**Section Two: Cross tabulation analysis**

In this section, cross tabulation analysis is conducted for each demographic factor in relation to the rest of the variables, in order to explain in depth the relationship between each demographic factor and the others.

**Part II: Questionnaire questions analysis**

**Section One: Ranking and descriptive analysis**

The objective of this analysis is to rank the recruitment strategies, recruitment methods, and training methods according to their importance from the viewpoint of the participants. In order to facilitate the analysis, the researcher designed a figure for each questionnaire part.

**Section Two: Cross tabulation analysis**

This section is devoted to exploring the effect of demographic factors on the responses of respondents, for which the researcher has selected a number of
questions from each variable and created a chart to show this effect in terms of the differences between older and younger people’s responses to the same question, for example. Moreover, this shows a broad view of the trend of the participants’ answers.

Section Three: Variance analysis using ANOVA and t-test

The main objective of the analysis of ANOVA, and t-test, is to measure the degree of difference in the respondents’ answers to each question for each variable of the study variables, depending on the different demographic characteristics of respondents, thus, the data analyst can detect the impact of demographic variables on the opinions of respondents. And by using statistical measures (mean, Standard deviation, and significance), the researcher can deduce how each demographic factor affects the answers of respondents to each question, and the relation between the study groups with respect to the question and demographic factor.
5.2 RELIABILITY AND FACTOR ANALYSIS TEST

Since this research includes a survey designed to evaluate the strategies of the recruitment, methods of recruitment, and training methods adopted by Saudi banks to reach the required level of employee effectiveness towards customers, it would be useful to know that the tool used will maintain consistency even if the questions were replaced with similar content. When a variable which revolves around a set of questions reflects the response of being fixed and stable, it will be described as reliable.

Table 5.1: Questionnaire Items-Summary of Reliability and Validity statistics

<table>
<thead>
<tr>
<th>Questionnaire Variable</th>
<th>Factor analysis</th>
<th>Corrected item-total correlation</th>
<th>Cronbach's alpha if item deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment strategy</td>
<td>.986</td>
<td>0.512-0.734</td>
<td>0.935-0.937</td>
</tr>
<tr>
<td>(behaviour and performance)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment methods</td>
<td>.970</td>
<td>0.425-0.647</td>
<td>0.936-0.940</td>
</tr>
<tr>
<td>Training development methods</td>
<td>.996</td>
<td>0.310-0.700</td>
<td>0.935-0.940</td>
</tr>
</tbody>
</table>

Note: See Appendix No. 3 for more information

In order to measure the degree of reliability of the tool used, statisticians recommend using a Cronbach’s alpha scale, which ranges between 0–1. Some authors (Gliem & Gliem, 2003; Nunnally, 1978) have suggested the following scale for describing Cronbach’s alpha values: > 0.9 – Excellent, > 0.8 – Good, > 0.7 – Acceptable, > 0.6 – Questionable, > 0.5 – Poor and < 0.5 – Unacceptable. Other researchers (Harris & Ogbonna, 2001; Katou &
Budhwar, 2006; Mayer & Davis, 1999) have also applied this scale to test the quality of their research in the field of human resource management strategies and practices.

For this research, Cronbach’s alpha showed that each variable was extremely reliable, with values for recruitment strategy ranging between 0.935–0.937, for recruitment methods between 0.936–0.940, and for training and development methods between 0.935–0.940. The item-total correlations are as follows: the correlation coefficient is strong for the questions regarding recruitment strategy, ranging between 0.512–0.734, while for the recruitment methods it ranges between 0.425–0.647. The reason for this lower correlation is question number 18, which had a correlation coefficient of 0.292. As for the methods of training and employee development, the correlation coefficients of the questions for this variable were 0.310–0.700, question number 27 having low correlation with the others.

According to Costello and Osborne (2005), factor analysis aims at revealing any underlying variables that cause the clarifying of variables. The most important benefit of factor analysis for the researcher can be summarized as: when obtaining large indicators from factor analysis, this means little dispersion, and the estimates will be more precise when the data are more consistent (Boivin & Serena, 2006). Accordingly, and as shown in Table 5.1 above, the coefficient of factor analysis for recruitment strategies, recruitment methods, and training methods, which are the study variables, has amounted to 0.986, 0.970 and 0.995 respectively; as these results are very close to the value (1). This indicates a high degree of consistency between the variables in terms of the respondents’ opinions about the survey questions. This indicates positive results, especially as many researchers have reported that an acceptable value must not be less than 0.60 (Boivin & Serena, 2006).

5.2.1 **Analysis of Demographic Characteristics**

As mentioned earlier, the responses of this study consisted of 512 employees from four banks operating in Riyadh in the Kingdom of Saudi Arabia. However, they were distributed amongst several different categories according to specific demographic characteristics. Table 5.2 below shows the distribution of the study sample according to gender, marital status, nationality, age, the department in which the member works within the bank, educational level, the name of the bank, and the number of years of experience.
The descriptive approach is used in the study of a situation or phenomenon from the viewpoint of a community which has been divided into groups according to different characteristics, in order to know the effect of these different characteristics on the way in which each group within the phenomenon under study has been interpreted. In this regard, some researchers (Blessing et al., 1998) have pointed out that the main purpose of such an approach is to identify the impact of the different characteristics in order to achieve a better understanding of these impacts and their links to the members’ opinions. Others (Fakhri et al., 2011) have argued that the main purpose of the application of descriptive study is to clarify and confirm the impact of the study variables.

Table 5.2: Characteristics of the study’s sample according to the demographic factors

<table>
<thead>
<tr>
<th>Variable</th>
<th>Level of variable</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Valid percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>455</td>
<td>88.9</td>
<td>88.9</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>57</td>
<td>11.1</td>
<td>11.1</td>
</tr>
<tr>
<td>Marital status</td>
<td>Single</td>
<td>214</td>
<td>41.8</td>
<td>41.8</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>290</td>
<td>56.6</td>
<td>56.6</td>
</tr>
<tr>
<td></td>
<td>Divorced</td>
<td>8</td>
<td>1.6</td>
<td>1.6</td>
</tr>
<tr>
<td>Nationality</td>
<td>Saudi</td>
<td>406</td>
<td>79.3</td>
<td>79.3</td>
</tr>
<tr>
<td></td>
<td>Non-Saudi</td>
<td>106</td>
<td>20.7</td>
<td>20.7</td>
</tr>
<tr>
<td>Age</td>
<td>25-29</td>
<td>319</td>
<td>62.3</td>
<td>62.3</td>
</tr>
<tr>
<td></td>
<td>30-34</td>
<td>118</td>
<td>23.0</td>
<td>23.0</td>
</tr>
<tr>
<td></td>
<td>35-39</td>
<td>39</td>
<td>7.6</td>
<td>7.6</td>
</tr>
<tr>
<td></td>
<td>40-44</td>
<td>15</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>45-49</td>
<td>8</td>
<td>1.6</td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td>50 and over</td>
<td>13</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Department status</td>
<td>Administration</td>
<td>165</td>
<td>32.2</td>
<td>32.2</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
<td>92</td>
<td>18.0</td>
<td>18.0</td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
<td>42</td>
<td>8.2</td>
<td>8.2</td>
</tr>
<tr>
<td></td>
<td>Finance</td>
<td>47</td>
<td>9.2</td>
<td>9.2</td>
</tr>
<tr>
<td></td>
<td>Funds and Operations</td>
<td>67</td>
<td>13.1</td>
<td>13.1</td>
</tr>
<tr>
<td></td>
<td>Customer Services</td>
<td>67</td>
<td>13.1</td>
<td>13.1</td>
</tr>
<tr>
<td></td>
<td>Computers and Information Systems</td>
<td>32</td>
<td>6.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Educational level</td>
<td>Diploma</td>
<td>257</td>
<td>50.2</td>
<td>50.2</td>
</tr>
<tr>
<td></td>
<td>Bachelors</td>
<td>210</td>
<td>41.0</td>
<td>41.0</td>
</tr>
<tr>
<td></td>
<td>Masters</td>
<td>40</td>
<td>7.8</td>
<td>7.8</td>
</tr>
<tr>
<td></td>
<td>Doctorate</td>
<td>5</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Bank</td>
<td>19.3</td>
<td>19.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------</td>
<td>------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Bank B</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Bank A</td>
<td>85</td>
<td>16.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign Bank A</td>
<td>202</td>
<td>39.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign Bank B</td>
<td>126</td>
<td>24.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience</th>
<th>41.4</th>
<th>41.4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4 years</td>
<td>212</td>
<td></td>
</tr>
<tr>
<td>5-9 years</td>
<td>179</td>
<td>35.0</td>
</tr>
<tr>
<td>10-19 years</td>
<td>88</td>
<td>17.2</td>
</tr>
<tr>
<td>20-29 years</td>
<td>25</td>
<td>4.9</td>
</tr>
<tr>
<td>30 and over</td>
<td>8</td>
<td>1.6</td>
</tr>
</tbody>
</table>

With regard to gender, the table above indicates that the majority of respondents were male (455) and represented 88.9% of the sample population, whereas the number of female respondents was 57, representing 11.1% of the sample. This is normal in a society like Saudi Arabia, which is governed by a particular culture regarding women’s work in many sectors, including banking.

The members of the sample were distributed according to marital status into three current categories: single, married and divorced. The largest percentage (56.6%) was for those who were married, amounting to 290 of the respondents, while divorced persons formed the lowest percentage (1.6%) with eight respondents. This is also consistent with Saudi culture, which stems in most aspects from the Islamic religion, in which divorce is considered to be the least acceptable of the matters allowed by law. According to the nationality variable, 406 (79.3%) of the respondents were Saudi, and the rest, totalling 106 (20.7%), were non-Saudis.

Distribution of the sample by age group indicated that the number of people aged 25 to 29 (319) represented 62.3% of the sample. This was followed by those aged 30 to 34 (118), representing 23% of the sample. Meanwhile, the lowest numbers were for those aged 45 to 49 and those who were 50 and over, numbering 8 (1.6%) and 13 (2.5%) respectively. This indicates the keenness of banks in Saudi Arabia to recruit and select young employees, as they are more likely to accept advice and guidance from their superiors in order to become more effective.
The fifth factor of demographic characteristics relating to the study sample was vocational status, for which Table 4.2 indicates that 165 of respondents worked in Administrative jobs, forming 32.2% of the sample. These were followed in second place by employees in Marketing, who numbered 92 and represented 18% of the sample. Those who held jobs in Funds and Operations and Customer Services accounted for 67 employees in each category. The lowest percentage was of those working in Computers and Information Systems, numbering 32 employees (6.3%).

The distribution of the sample according to education level indicated that more than half of the sample held Diplomas, totalling 257 employees and accounting for 50.2%. Those who held a Bachelor’s degree numbered 210 and represented 41% of the sample. The lowest proportion was of those with Doctoral degrees, accounting for five employees (1% of the sample).

Of the four banks in Riyadh in which the respondents worked, two of them are branches of foreign banks and two are local banks. The highest number of employees came from the Foreign Bank A, totalling 202 (39.5%), followed by 126 employees from the Foreign Bank B, forming 24.6% of the sample. For the local banks, namely the National Bank B and the National Bank, the number of workers in the sample was 99 (19.3%) and 85 (16.6%) respectively.

Sample distribution by the number of years of experience showed considerable variability in the number of employees among all groups representing years of experience as follows: from 1-5 years’ experience, 212 employees (41.4% of the sample); 5-9 years’ experience, 179 employees (35% of the sample); 10-19 years, 88 employees (17.2% of the sample); and 20-29 years’ experience, 25 employees (4.9% of the sample). The lowest number was of those who exceeded 30 years of experience, numbering eight employees and representing 1.6% of the total sample. This suggests that the banks operating in the Kingdom of Saudi Arabia rely on “young blood”, because this category comes from the generation which is comfortable with new technology and is better able to adapt to the requirements of this millennium and interact with them effectively and efficiently. This can be seen more clearly through deeper analysis of the tables that illustrate the cross relationships between demographic factors.
5.3 ANALYSIS OF DEMOGRAPHIC FACTORS

Cross tabulation (crosstab) is used to determine how the contribution of the data relating to a particular person or group of people is characterized by a common factor in the rest of the data which is not shared by these people in order to carry the traits expressed by these data (Castle et al., 2005; Celko, 2006) to measure the extent of their compatibility in relation to a specific phenomenon (Lampard, 2000).

This section consists of several charts which can be read in the following way. The age crosstab aims to clarify the relationship between the variable of age and the rest of the demographic factors, in which the age groups are arranged in rows intersecting with columns representing the following variables: the department in which the employee works, educational level, the name of the bank, gender, nationality, and years of experience.

Looking at the box that brings together the row that represents the age group of 40-44 years with the Bachelor’s degree column, the number 10 is seen, which shows that there were ten employees aged between 40-44 years who had a Bachelor's degree. The researcher prepared similar charts to clarify the relationship of the other demographic factors with each other.

The use of crosstabs in the current study refers to the interest of the researcher in the possible role of demographic factors in influencing the attitudes of participants towards the questions included in the questionnaire. The benefit of this type of analysis is apparent when answering questions such as: are the answers of employees who hold a Doctorate to questions regarding training methods compatible with the answers of those who hold a Diploma?

It is likely that this diversity in the relationship between demographic factors will have an impact on the proportion of those who agree with a certain assumption, and the proportion of those who disagree with the same assumption. The use of these ratios as the basis for the ranking of recruitment and training methods will be discussed later in Part II.
5.3.1 Analysis of the Age variable Cross-tabulation

The purpose of Figure 5.1 is to identify and explain the relationship between the age variable and the rest of the demographic factors.

The relationship between the sample members’ ages and their vocational status illustrates that the number of respondents aged 25-29 years (319) included 110 specialists in Administration, accounting for 34.5% of this age category; this was the highest proportion of these respondents. The lowest number in this category was for specialists in Information Technology, numbering 17 (5.3%), while the rest of the disciplines were located between these two percentages. It is important to note the relatively high percentages for the areas of Marketing and Customer Services, as the occupants of these positions in this age group...
represented 17% for each specialism. The HR and Finance positions amounted to 23 (7%) for each category. The largest percentage of members for this category (53%) was that for Diploma holders, who numbered 169 employees, followed by those with a Bachelor’s degree who numbered 110 employees, representing 34% of the total. The lowest percentage (0.3%) was of Doctorate holders (one employee).

The majority of members in the next category worked in the Foreign Bank A, where their number amounted to 119 respondents representing 37% of the category total; while the lowest number was those who work in the National Bank A, totalling 51 employees or 16% of the total for this category. It is relevant to note here that the demand for work in foreign banks by those who are young and have recently graduated could be an indication of the application of the Saudization Policy in the private sector; as the researcher has pointed out previously, the percentage of Saudization in the banking sector is more than 80%.

With regard to the number of years of banking experience, for the majority of respondents from this age category, the number of years of experience ranged from 1 to 4 years, which was expected because of their young age. The number of these employees amounted to 179 out of 319, representing 56% of the total for this category. This was followed by employees whose experience ranged from 5 to 9 years, numbering 122 employees (38%).

Figure 5.1 also indicates that 284 of the members of this category were male (89%) and 35 were female (11%). This category also consisted of 275 (86%) respondents holding Saudi Citizenship and 44 (14%) who were non-Saudis. Of the total number of members, 163 (51%) were single, 151 (47%) were married, and five (2%) were divorced.

The presence of 275 Saudi employees in the 25-29 age category out of a sample consisting of 319 people was evidence of the Saudi Government’s seriousness in the recruitment of Saudi nationals in order to implement a policy of Saudization.

The following age category of the sample included those aged 30-34. Out of a total of 118, 36 (30.5%) were in Administration and 24 (20.3%) in Marketing. The lowest number of people in this age category worked in IT and Customer Services departments, with ten (8.5%) employees in each department. The largest percentage of the members of this category (55.9%) held Bachelor’s degrees (66 employees), followed by Diploma holders
who numbered 42 employees and represented 35.8% of this category total. The lowest percentage was of Doctorate holders (0.8%), with just one employee. The highest number of the members of this category worked in Foreign Bank A, amounting to 58 respondents and representing 23.7% of the total for this category. The lowest number was for those who worked in National Bank A, whose number totalled 17 employees, representing 14.4% of the total for this category.

By examining the experience variable, it can be found that the largest number of employees in this age category was for those with experience ranging from 5-9 years, amounting to 43 employees and representing 36.4%; about the same number had experience ranging from 10-19 years. Those whose experience ranged from 20-29 years and over formed the lowest number, with one employee. The members of this category were distributed according to their personal characteristics as follows: Male 104 (88.2%), Female 14 (11.8%), Saudi 87 (73.7%), Non-Saudi 31 (26.3%), Single 38 (32.3%), Married 79 (66.9%) and Divorced 1 (0.8%).

The third age category in the sample was those aged 35-39, comprising 39 employees and representing 7.6% of the members of the study sample; 11 of them worked in the Fund Operations departments (28% of the total) and two were employed in the IT field, representing the lowest percentage (5%). The majority of those in this age category were Bachelor’s degree holders, who amounted to 19 employees, representing 48.7% of the total. The majority held Saudi Citizenship, as the number of Saudis in this category represented 24 employees (61.5%). This indicates that young Saudis are seeking work when they have their first university degree, in order to meet the requirements of life, especially as the number of married couples in this category was 30 (76.9%). It is also found that most members of this group preferred to work in foreign banks because these banks have the means to increase the effectiveness of their employees, such as dealing in the English Language. This was shown by the number of workers in the two foreign banks (27 employees representing 69% of the total) compared with 12 employees (30.75%) in the local banks.

The last three categories, consisting of 36 employees, were distributed as follows: 15 employees were aged 40-44, and 13 employees were aged 45-49 and 50 and over. Nine of
them worked in Administrative departments, representing 25%; this is normal because the greater the age of the employee, the larger the number of years of experience. Figure 5.1 indicates that the experience of 30 employees (76.9%) in these three categories ranged from 10 to more than 30 years. Figure 5.1 also indicates that the number of those working in local banks and foreign banks was almost equal, according to the number of those working in Foreign Bank A (12) and National Bank A (11). The reason for this may be the absence of branches of foreign banks in the Kingdom when these employees entered the banking business.

5.3.2 Analysis of the Department Variable Cross-tabulation

![Department Variable Relationships](image)

Figure 5.2 shows the distribution of participants according to the departments in which they work at the bank, in relation to other demographic factors, namely: qualifications, bank, experience, nationality, sex, and marital status. It shows that the number of participants who worked in IT departments was 32, including 24 who held a Bachelor’s degree, and made up the highest proportion of 75%; the lowest figure was for those who held a Master’s degree, numbering two (6.25%). The majority of them worked in National Bank A, totalling 23 employees (71.87%), and the lowest number worked for National Bank B, numbering three employees (9.4%).
For the experience variable, the number of IT participants whose experience ranged between 1-5 years was 11 and the number of employees who had 5-9 years of experience was 12, representing 37.5% for each group; the lowest number was for those who had experience ranging from 20-29 years, which amounted to three employees (9.38%). This reflects the recent employment of information technology in Saudi banks. Most of the members of this category were male (25) and were Saudi citizens (24).

The second category represents employees who worked in HR departments, who totalled 42. The number of these with a Bachelor’s degree in this category was 18 (42.8%), followed by those who held a Diploma and numbered 17 (40.5%), while the lowest number in this category was for Doctoral degree holders, who numbered one employee (2.4%). Most of these participants worked in National Bank B (20 employees; 40.62%), and three (7.1%) employees worked for Foreign Bank A.

Figure 5.2 also shows that those participants who worked in HR departments and had experience ranging from 1-4 years formed the largest number, with 19 employees (45.2%) and the lowest number was for those who had more than 30 years’ experience, with one (2.4%) employee. This confirms what was noted earlier, that Saudi banks prefer to hire new graduates in order to achieve effectiveness in what the bank wants. For the gender variable, the number of employees who worked in HR departments was 29 (69%), of whom 13 (31%) were female, 30 were Saudis, accounting for 71.4%, while non-Saudis numbered 12 (28.6%). For the marital status variable, Figure 5.2 shows that 22 respondents from this category were single and 19 were married, with 52.4% and 45.2% respectively, in addition to one divorced employee representing 2.4% of the total for this category.

Employees who worked in Finance departments numbered 47, the largest proportion (22; 46.8%) being Bachelor’s degree holders. The lowest number was for Master’s degree holders, with five (10.6%) employees. The distribution of employees working in the area of Finance in the banks in the sample pointed to the largest number of them (26) working for Foreign Bank A, representing a rate of 55.3% of the total, while only six employees worked for National Bank B, representing 12.8%.

Referring to the experience variable, the largest number was of those whose experience ranged from 10-19 years, who numbered 17 (36%) employees, followed by those whose
experience ranged from 1-4 years and 5-9 years, who numbered 14 (29.8%) and 13 (27.6%) respectively. The lowest number was for one employee who had more than 30 years’ experience. This category included 42 males (89.4%), 30 Saudis (63.3%) and 31 who were married (66%).

The number of employees who worked in Customer Services departments was 67, 39 of whom, representing the largest number, were Diploma holders, forming 58.2% of the total of this category. The lowest number was for one employee who had a Master’s degree, representing 1.5% of the category total.

With regard to the bank variable, Figure 5.2 shows that 27 of the respondents worked for Foreign Bank A, representing the largest number of this group (40.3%), whereas the lowest number was for those who worked at National Bank A, amounting to nine employees (13.4%) from the total of employees working in Customer Services in the four banks. As for the experience variable, the largest number was for those whose experience ranged from 1-4 years, who numbered 31 employees and represented 46.3% of the total for this category. The lowest number was for one employee who had over 20 years of experience. This category also consisted of 58 males (86.6%) and 9 females (13.4%), 56 Saudis (83.6%) and 11 non-Saudis (16.4%), and 48 married (71.6%) and 19 single people (28.4%).

The sample of participants who worked in Funds and Operations departments numbered 67 employees. The largest number of these was for Diploma holders, who numbered 40 and who accounted for 59.7% of the total for this category, while the lowest number was for Master’s degree holders who numbered six employees, representing 9% of this category size. The majority of participants in this category (32) worked for Foreign Bank A, accounting for 47.8%, while the lowest number, five employees (7.5%), worked for National Bank A. According to the experience variable, the largest number was for those whose experience ranged from 5-9 years, who numbered 34 employees and represented 50.7% of the total for this category. The lowest number was one employee, who had over thirty years of experience. This is a confirmation of what has been previously reported, that banks in Saudi Arabia depend on young people. Figure 5.2 also shows that the category of employees who worked in Funds and Operations departments consisted of the following
distribution: Males 63 (94%), Females 4 (6%), Saudis 61 (91%), Non-Saudis 9 (9%), Single 28 (41.8%), Married 37 (58.2%), and Divorced 2 (3%).

The sample of participants who worked in Marketing departments numbered 92 employees. The largest proportion of them represented Diploma holders, who numbered 55 and who accounted for 59.8%.

Of the total in this category, the lowest figure was for Doctorate holders, who numbered two employees, representing 2.2% of this sample. The majority of these, 37 and 32 employees, worked for Foreign Bank A and Foreign Bank B, respectively, accounting for 40% and 34.8% of the total, respectively. This could simply mean that Saudis prefer to work in foreign banks in order to build their own experience. The lowest number, 10 employees (10.9%), worked for National Bank A.

As for the experience variable, the largest number was for those whose experience ranged from 5-9 years, numbering 40 employees and accounting for 43.5% of the total for this category. These were followed by those whose experience ranged from 1-4 years, who numbered 35 employees and represented 38% of the total. The lowest number was for one employee who had more than thirty years of experience. For the personal variables, employees working in the Marketing departments were distributed across the four banks as follows: males = 86 (93.5%), females = 6 (6.5%), Saudis = 66 (71.7%), Non-Saudis = 26 (28.3%); 98 respondents from those were married, 66 single and one was divorced.

With regard to the relationships for the Administration departments, the respondents from this category formed the largest proportion of the whole sample, numbering 165 employees (32.2%). The largest number of these was for Diploma holders, who numbered 80 employees and accounted for 48.5% of the total for this category. The lowest number was for two employees who held a Doctorate and accounted for 1.2% of the total.

Figure 5.2 also shows that the largest number of these employees worked for Foreign Bank A, numbering 71 employees and accounting for 43%, while the lowest number was for those who worked in National Bank A and who numbered 23 (13.94%). As for the experience variable, the largest number of employees in this category was for those whose experience ranged from 1-4 years (90 employees representing 54.5% of the total), while the
lowest number was for those who had more than 30 years of experience and who numbered four employees, representing 2.4%. The distribution of employees working in the Administrative field across the four banks was as follows: Males 152 (92%), Females 13 (8%), Saudis 139 (84%) and Non-Saudis 26 (16%), the majority of them (98) were married (59.4%).

5.3.3 Analysis of the Education level Variable Cross-tabulation

![Educational level Variable Relationships](image)

Figure 5.3: Education level variable relationships

Figure 5.3 represents the distribution of the members of the sample in the category of education in relation to the rest of the demographic factors, namely, the bank in which the respondent works, sex, number of years of experience, nationality and marital status. Figure 5.3 covers the following four categories: Doctorate holders, Master’s degree holders, Bachelor’s degree holders and Diploma holders.

The largest number was for Diploma holders, who numbered 257 respondents or 50.2% of the sample. Among these, the highest figures were for those working in the Foreign Bank A, who numbered 115 employees representing 44.7% of the total number of Diploma holders, while the lowest was for those who worked for National Bank A, numbering 31 employees and accounting for 12.1%. As for the experience variable, Figure 5.3 shows that 117 employees had experience ranging from 1-4 years and who accounted for 45.5% of the total
for this category; the lowest number was 3 participants for employees whose experience exceeded 30 years. This shows that Saudi banks focus on the recruitment of staff with the least salary cost, because those employees are seeking to improve their financial situation more than those who have higher academic degrees. The bank will then work to increase their effectiveness by giving them financial incentives. On the other hand, for higher degree holders, the financial incentives will be huge and cost the banks more in the short and long run. For the gender variable, males formed the largest number of this category with 236 employees (89.5%). Saudis also formed the vast majority of this category. For the marital status variable, 151 members from this category were married and 105 were single, while one member was divorced.

The lowest number in the sample was for the five employees (1.9%) who hold a Doctorate. These Doctorate holders were distributed amongst the other variables as follows: experience: 1-4 years (1), 5-9 years (2), and 10-19 years (2); bank: National Bank B (1), National Bank A (2), and Foreign Bank B (2); gender: male (2) female (3); nationality: Saudi (4), non-Saudi (1); marital status: single (4) and divorced (1).

A gap between the number of males and the number of females on the one hand, and between Saudi employees and expatriates on the other, appeared when describing the distribution of the sample according to the education variable. The number of Bachelor’s degree holders in Figure 5.3 is 210; they constituted the largest number after Diploma holders. The majority of the Bachelor’s degree holders were male (185 respondents representing 88.1%), whereas the number of females in the same category was 25 (11.9%). Moreover, the proportion of Saudi and non-Saudi Bachelor holders in the banks is roughly similar.
5.3.4 Analysis of the Bank Variable Cross-tabulation

Figure 5.4: Bank variable relationships

Figure 5.4 shows the sample distribution for the four banks according to the number of participants working in each bank as follows: National Bank A (85), National Bank B (99), Foreign Bank B (126) and Foreign Bank A (202), totalling 512.

Employees at Foreign Bank A had the largest number (202), accounting for 39.5% of the total, while the employees at National Bank A represented the lowest number (85) and accounted for 16.6%. The numbers for the sample members working at the other two banks were located between these two percentages: 19.4% for National Bank B and 24.6% for Foreign Bank B. As for the experience variable, the largest number of employees was of those whose experience ranged from 1-4 years, who numbered 212 employees for the four banks and who accounted for 41.4% of the total. However, the majority of them (202) worked for Foreign Bank A (as shown in Figure 5.4 above) and the lowest number for the
four banks was for those whose experience exceeded 30 years, who numbered eight employees and accounted for 1.6% of the total sample.

As for the gender variable, Figure 5.4 shows that males formed the majority of the sample, numbering 455 and accounting for 88.9% of the sample size, while females numbered 56 and accounted for 10.9% of the sample. In addition, if we look at the ratio of females to the total sample studied from each bank separately, we find that there was a kind of convergence for these ratios: these were 13 (15%), 13 (13%) and 15 (12%) for National Bank A, National Bank B and Foreign Bank B, respectively, and for Foreign Bank A the number was 16 (8%) due to the large number of questionnaires returned from the banks. The calculation for the ratios was based on the population of each bank category and not on the population of the sample. The reason behind that was to examine the data in depth and calculate the findings using a different technique instead of explaining the number of female employees in the overall sample. Moreover, the highest percentage of Saudi workers belonged to Foreign Bank B with 89%, while Foreign Bank A had most non-Saudi workers (26%).

5.3.5 Analysis of the Gender Variable Cross-tabulation

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saudi</td>
<td>42</td>
<td>364</td>
</tr>
<tr>
<td>Non-Saudi</td>
<td>15</td>
<td>91</td>
</tr>
<tr>
<td>Single</td>
<td>28</td>
<td>186</td>
</tr>
<tr>
<td>Married</td>
<td>23</td>
<td>267</td>
</tr>
<tr>
<td>Divorced</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>

Figure 5.5: Gender variable relationships
Finally, Figure 5.5 shows that the sample consisted of 455 males, 364 of whom were Saudi and 91 were non-Saudis, and 57 females, of whom 42 were Saudi and 15 non-Saudi. The majority of the Saudi participants were married, representing 73.4% of the Saudi males. The Saudi females who were single numbered 28, representing 49% of the total females and 66% of all the females in the sample.

5.4 RANKING ANALYSIS OF THE QUESTIONNAIRE ITEMS

Ranking is an approach using analysis tools relevant to individuals in the social sciences and management (Charnes et al., 1978; Sinuany-Stern & Friedman, 1998). Data analysis of analytical hierarchical processes is a useful technique for drawing an overall image and controlling management decisions (Alirezaee & Sani, 2011).

The application of a ranking technique in this study refers to the similarity between the responses of the respondents, and this requires the conducting of a descriptive analysis to establish how many “K” in relation to “N” were similar in the interpretation of the same case (where K represents the number of participants who have the same perspective and N represents the total of the study sample which represent the responses). A Likert scale will contribute to explain the relations of respondents perspective. In addition, the researcher established the mean and the standard deviation to reflect the direction of the ranking scale.

Giving ranks to the questionnaire questions in the current study was particularly important because this shows where attention was focused by the respondents about the elements of each variable of the study. Looking at question 4, for example, it can be seen that the computed mean is 3.68 and that this is the largest mean among the first five questions, which were about the recruitment strategy. This means that the majority of the respondents expressed more interest in employees’ behaviour.

The researcher designed two tables for each variable of the study, each table containing five questions. Table 5.3 includes descriptive analysis for questions 1-5 regarding recruitment strategy, with the mean and standard deviation for each question. Descriptive analysis in this way for this study required the preparation of six tables. At the bottom of each table
there is a chart showing the distribution of answers from the participants for each question within the five options: Strongly agree, Agree, Neutral, Disagree, and Strongly disagree.

Since the study variable contains three components - recruitment strategy, recruitment methods, and methods for employee training and development - the questionnaire consisted of 30 questions (10 questions for each variable). The discussion of each table and chart addresses all the questions, from the first question until the fifth, which is followed by a brief conclusion for each chart and table. The process of dividing the questionnaire questions for each variable between two charts was helpful to the entry of the crosstab analysis, because the researcher selected some questions from each variable to perform the cross tabulation.

5.4.1 Analysis of the Recruitment Strategy Questions (Q1-Q10)

This section intends to present the analysis of first variable in the study which contented (q1-q10). As shown below in the table and descriptive analysis and ranking chart, this helps to understand the attitudes shown by the participants’ answers regarding many techniques. Although the information is divided into two tables and charts, these are dedicated to illustrating each of the five questions separately.

Table 5.3: Descriptive analysis of recruitment strategy questions (questions 1-5)

<table>
<thead>
<tr>
<th>Statements of recruitment strategy</th>
<th>N</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 Internal recruitment sources provide the bank with staff who are able to meet the customers’ needs.</td>
<td>512</td>
<td>3.54</td>
<td>1.14</td>
</tr>
<tr>
<td>Q2 Your bank deliberately recruits people with specific performance strengths from rival banks because they are better able to understand the customers’ needs.</td>
<td>512</td>
<td>3.53</td>
<td>1.14</td>
</tr>
<tr>
<td>Q3 Recruiting the best graduates supports the competitive advantage among the customer community.</td>
<td>512</td>
<td>3.43</td>
<td>1.20</td>
</tr>
<tr>
<td>Q4 The bank employs people who behave politely when dealing with customers.</td>
<td>512</td>
<td>3.68</td>
<td>1.22</td>
</tr>
<tr>
<td>Q5 The employees’ external appearance contributes to attracting customers.</td>
<td>512</td>
<td>3.48</td>
<td>1.20</td>
</tr>
</tbody>
</table>
Figure 5.6 above covers the first five questions of the questionnaire, which belong to the first variable of the study (recruitment strategy). The first question concerned the role of internal recruitment and internal resources in providing the most effective employees for the bank who would be able to meet the customers’ needs. In reviewing the responses of the respondents, 16.4% agreed strongly regarding the content of the question; these respondents in addition to those who agreed account for 47.3%, bringing the total number who agreed to 326 respondents out of 512 (63.7%). The rest of the respondents were divided as follows:

- Neutral: 99 (19.3%)
- Disagree: 39 (7.6%)
- Strongly Disagree: 48 (9.4%)

All of these respondents formed 36.3% of the sample. This shows that internal sources of recruitment are most likely to be used by Saudi banks.

The second question concerned Saudi banks deliberately attracting expertise from rival banks because of the ability of those personnel to understand customer needs effectively. Regarding this trend, 294 out of 512 respondents (57.4%) agreed, 117 had no idea, while 101 did not agree regarding the use of this procedure. This indicates that the application of this method of recruitment is less likely than that of internal resources.
Question three mostly relates to the recruitment of new graduates to support the competitive advantage of the bank among its customers: 107 of the respondents agreed strongly with the content of the question, in addition to 164 respondents who agreed, bringing the proportion of those who agreed to 52.9%. The number of neutral responses was 126 (24.6%), while the number of opponents to the content of the question was 115 (22.4%), which suggests some sort of coordination with Saudi universities to recruit the best graduates.

The fourth question focuses on the behavioural side of the recruitment strategy, in terms of the extent of interest of Saudi banks in recruiting people with polite behaviour in dealing with customers. Responses showed that 324 employees out of 512 (63.3%) agreed that Saudi banks look for employment seekers who are characterized by a high standard of behaviour. Saudi culture requires respect for the elderly, so we find that most of the employees of Saudi banks are young people, as mentioned in the analysis of demographic factors. The rest of the respondents were distributed as follows:

- Neutral: 91 (17.8%)
- Disagree: 62 (12.1%)
- Strongly Disagree: 35 (6.8%)

The importance of external appearance, especially for bank employees in attracting customers has been discussed under question number five which resulted: 114 employees strongly agreed with its content, in addition to 166 employees who agreed, bringing the total of those who agreed to 280 employees, accounting for 45.8% of the sample. Neutral responses were made by 120 respondents (23.5%), while the rest of the sample, totalling 111 employees, did not agree with the content of the question, accounting for 21.7% of the sample. This indicates a lack of sufficient attention to the external appearance of employees, where the dominant culture in Saudi Arabia requires male employees to wear althoub⁴ and women to wear abaya⁵ during working hours. However, it may simply be that everyone dresses in much the same way, so it is difficult to identify any specific impact.

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⁴ Althoub: Saudi men’s cultural dress; a long garment which covers the whole body from the shoulder.
⁵ Abaya: a cloak which Saudi women wear in public, which covers the whole body but not the face.
Table 5.4: Descriptive analysis of recruitment strategy (questions 6-10)

<table>
<thead>
<tr>
<th>Statements of recruitment strategy</th>
<th>N</th>
<th>Mean</th>
<th>Std-deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q6</td>
<td>512</td>
<td>3.2</td>
<td>1.11</td>
</tr>
<tr>
<td>There is a level of trust placed in new employees, to assess their aptitude for paying attention to customers’ problems.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7</td>
<td>512</td>
<td>3.3</td>
<td>1.22</td>
</tr>
<tr>
<td>Recruitment strategy in the bank is based on diversification of recruitment methods and sources to acquire the best staff, performance and behaviour.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q8</td>
<td>512</td>
<td>3.7</td>
<td>1.22</td>
</tr>
<tr>
<td>The recruitment strategy includes the bank’s vision that “the customer is the reason for our existence” or a similar phrase.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9</td>
<td>512</td>
<td>3.2</td>
<td>1.13</td>
</tr>
<tr>
<td>Evaluating the behaviour and performance of workers is based on feedback from customers.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10</td>
<td>512</td>
<td>3.2</td>
<td>1.23</td>
</tr>
<tr>
<td>The recruitment strategy reflects the culture that the customer is always right.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 5.7: Ranking of recruitment strategy (questions 6-10)

Figure 5.7 contains the remainder of the questions relating to the first variable of our study, which is recruitment strategy. The sixth question was devoted to assessing the readiness of new employees to pay attention to the problems of customers, in the case of giving them a degree of confidence in their abilities. There is no doubt that this approach by management instils confidence in the hearts of employees, improves their performance and increases their effectiveness (Brown & Harvey, 2006).

As shown in Figure 5.7 above, the number of employees who agreed strongly with the content of this question was 72 (14.1%), the number of those who agreed was 165 (32.2%), bringing their total number to 237 employees (46.3%), while the number of those who were...
neutral was 141 (27.5%). The number of those who did not agree with the substance of the question was 134 employees (26.2%).

These results indicate that the degree of trust granted by the management to new employees in Saudi banks is perceived to be rather low, although the practical experience of the researcher indicates that the employees in Saudi banks have sufficient capacity to solve independently many of the routine problems to which customers are exposed. It is possible to prove that in this particular question, if we exclude the neutrals, 371 employees remain, 237 (63.9%) of whom agreed with the question. Thus, it can be said that Saudi banks are more likely to grant new employees a degree of confidence to enable them to solve customers’ problems.

The seventh question assumes that the strategy of recruitment in the bank is based on the diversification of sources and methods of recruitment in order to obtain the best employees in terms of behaviour and performance. The number of respondents who agreed with the content of this question was 270, distributed as follows: 88 strongly agreed and 182 agreed (together forming 52.7% of the total), while neutrals numbered 107, accounting for 20.9% of the study sample. The number of those respondents not agreeing with the content of the question was 135, representing 26.4% of the sample. This shows that Saudi banks are more likely to develop recruitment strategies based on the diversification of sources and methods of recruitment, which allows them to recruit people who show good behaviour and performance.

Relate to question eight under the need to include a vision in the recruitment strategy which indicates the importance of the customers as a reason for the existence of the bank. Figure 5.7 shows that the majority of the respondents agreed with the content of this, as they numbered 327 of the employees (63.8%), while neutral responses numbered 97 (19.8%). The lowest number was for those who did not agree with the content of the question, who numbered 88 participants representing 17.2% of the sample size. This suggests that Saudi banks are interested in focusing on customer service, as they consider customer service the main reason for their existence and thus make it a shared strategic vision for all employees.

The ninth question inquires whether customer information (customer feedback) has any role in the evaluation of employees’ behaviour and performance. From the answers of the
respondents to this question, it can be seen that there is a large dispersion in the number for each category. The number of those who agreed strongly was 61 (11.9%), while the number of those who agreed reached 162 employees (31.6%); however, in the category of those who did not agree, 39 employees (7.6%) strongly disagreed, while those who disagreed numbered 106 (20.7%). In addition, there were 144 neutrals (28.1%).

The term “neutral” in the research survey means that the respondent had no information on the subject, so the researcher attributes the high number of neutrals in response to this question specifically to one of two reasons: first, that Saudi banks treat the views and complaints of customers in a confidential manner, using a suggestions box located in each branch; second, that Saudi banks use the mystery customer method to test the behaviour and performance of employees.

The cultural values dominant in Saudi banks, which is clearly reflected in recruitment strategy in terms of the customer always being right refer to the tenth question. The number of those who agreed with the content of the question was 237 (46.3%), the neutrals included 129 (25.2%), while it was found that 104 respondents did not agree, representing 20.3% of the sample. However, the lowest number was for those who strongly disagreed, numbering 42 and representing 82% of the study sample.

The first ten questions, which represent the first variable of the study, can be ranked according to the degree of agreement, as shown in the table below.

<table>
<thead>
<tr>
<th>Question No.</th>
<th>Agreement percentage</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>63.7</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>57.4</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>52.9</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>63.3</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>54.8</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>46.3</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>52.7</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>63.8</td>
<td>1</td>
</tr>
</tbody>
</table>
5.4.2 Analysis of the Recruitment Methods Questions (Q11-Q20)

The following section of the study variable is concerned with recruitment methods. As mentioned earlier, the presentation of the table and chart are intended to be the same, as each table and chart illustrates the analysis of five questions.

Table 5.6: Descriptive analysis of the recruitment methods (questions 11-15)

<table>
<thead>
<tr>
<th>Statements of recruitment methods</th>
<th>N</th>
<th>Mean</th>
<th>Std – deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q11 I think that employee referral is the best method for the recruitment of employees to respond faster to customer requests.</td>
<td>512</td>
<td>3.33</td>
<td>1.08</td>
</tr>
<tr>
<td>Q12 The way of advertising jobs leads to the accusation of nepotism and cronyism.</td>
<td>512</td>
<td>3.46</td>
<td>1.15</td>
</tr>
<tr>
<td>Q13 I think that recruitment through nepotism and cronyism may lead to a weakening of the relationship with the customer.</td>
<td>512</td>
<td>3.88</td>
<td>1.18</td>
</tr>
<tr>
<td>Q14 I do not think that recruitment through employment agencies provides the bank with employees showing high performance in the field of customer relations.</td>
<td>512</td>
<td>3.29</td>
<td>1.27</td>
</tr>
<tr>
<td>Q15 I think that the use of all methods of recruitment provides multiple alternatives to choose from.</td>
<td>512</td>
<td>3.45</td>
<td>1.15</td>
</tr>
</tbody>
</table>

Figure 5.8: Ranking of recruitment methods (questions 11-15)

152
Figure 5.8 above contains the ranking for questions 11-15, which are related to the second variable of the study: recruitment methods. The eleventh question concerns employee referral as a preferred method of recruitment in terms of providing employees who can respond more quickly to customer requests. Among 512 respondents, 66 agreed strongly and 189 agreed with the content of the question, bringing the total to 250 employees and 48.8% of the sample. Those who were neutral totalled 144 (28%) but a total of 118 respondents were not in agreement, accounting for 23.1%. This shows that the Saudi banks are using this method as a matter of course, but it is more likely that they are using all methods of recruitment, as referred to in question 15.

The following question regarding role of nepotism and cronyism in employee recruitment when using advertising for jobs: 250 respondents agreed that the announcement of vacancies in Saudi banks widens the field for nepotism and cronyism to intervene in the appointment of some employees. The number of respondents who agreed on this cultural habit, which is common in the Saudi community, was 250 (48.8%), while those who were neutral totalled 159 (31.1%). The lowest number was of respondents who did not agree that the use of advertising for the purposes of recruitment allows for the intervention of nepotism and cronyism, totalling 103 (20.1%). This means that nearly half of those in the sample agreed that nepotism and cronyism have a role in employment in private sector organisations.

Question thirteen involves the views of participants on the impact of employing workers through nepotism and cronyism on weakening the relationships between the bank and its customers. The result of this survey indicates that 332 participants agreed with the content of the question and accounted for 64.9%, while the number of neutrals reached 106 (20.7%). However, 74 employees, representing 14.4%, did not agree with what was stated in the question. These results indicate that Saudi banks are not in favour of recruitment through nepotism and cronyism, and that the employees in Saudi banks would prefer to abandon this negative social habit, although it is a prevalent feature in Saudi society.

A query regarding whether recruitment through employment agencies provides banks with employees who show high performance in the field of customer relations was represented in the fourteenth question. The number of those who agreed with the content reached 241
employees (47.1%) and the number of neutrals was 113 (22.1%). Meanwhile, the number of those who did not agree was 158 respondents (30.9%). This indicates that the use of recruitment agencies by Saudi banks is less likely than the use of employee referral.

The next inquiry assumes that the use of all methods of recruitment provides the bank with a number of options from which to choose. The majority of respondents agreed with this assumption, as the number of those who strongly agreed reached 84 (16.4%), in addition to 217 respondents (42.4%) who reported that they agreed with the content of the question. This brings the total of those who agreed to 301 (58.89%) and the neutrals numbered 98 employees, forming 19.1% of the sample. Meanwhile, a total of 113 respondents (21.1%) did not agree. These numbers and percentages indicate that mixed methods of recruitment are most likely to be used by Saudi banks.

Table 5.7: Descriptive analysis of recruitment methods (questions 16-20)

<table>
<thead>
<tr>
<th>Statements of recruitment methods</th>
<th>N</th>
<th>Mean</th>
<th>Std-deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q16 The bank prefers the employee referral method for its low cost and its assurance in acquiring employees who know the customers very well.</td>
<td>512</td>
<td>3.30</td>
<td>1.16</td>
</tr>
<tr>
<td>Q17 The greater the number of recruits, the better the bank is able to choose the best skills and behaviours.</td>
<td>512</td>
<td>3.49</td>
<td>1.20</td>
</tr>
<tr>
<td>Q18 I think that recruitment through the website of the bank will increase the number of unqualified applicants.</td>
<td>512</td>
<td>2.97</td>
<td>1.25</td>
</tr>
<tr>
<td>Q19 In my opinion, communication with universities to recruit the best graduates supports the competitiveness of the bank.</td>
<td>512</td>
<td>3.64</td>
<td>1.18</td>
</tr>
<tr>
<td>Q20 I think that personal recruitment is often tainted by bias, which deprives the bank from hiring the best applicants.</td>
<td>512</td>
<td>3.59</td>
<td>1.19</td>
</tr>
</tbody>
</table>
Figure 5.9 contains the rest of the questions regarding recruitment methods. Question sixteenth asks if Saudi banks prefer the employee referral method in recruitment because of its low cost and its ability to provide employees who know the customers very well. The number of employees who agreed with the content of the question was 251 (49%). Since there is a relationship between this question and question 11, it is seen that the number of those who agreed was equal for both questions, as both statements concern the preference of Saudi banks for the employee referral method in recruitment. Neutral answers numbered 124 (24.2%). The number of those who did not agree was 99 (19.3%), whereas the number of those who disagreed strongly was 38 (7.4%). The level of agreement regarding the preference of Saudi banks for using the employee referral method in recruitment exceeded the proportion of those who did not agree. This indicates that Saudi banks consider this method to be one of the preferred approaches to employee recruitment.

Question seventeen concerns the recruitment pool and assumes that the larger the number of recruits, the greater the opportunity for the bank to select the best skills and behaviours. The number of participants who agreed strongly with this assumption was 96 (18.8%), added to which 220 participants also agreed with this assumption and accounted for 43%, bringing the total number of those who agreed to 316 participants (61.8%). The number of neutral participants was 83 (16.2%), while those who did not agree with the content of the question reached 113 (22.1%).
It is logical to say that the greater the number of methods used to recruit employees, the larger the number of people who are recruited. Therefore, almost complete consensus is found between the answers to question 17 and question 15, for which the convergence in the answers was as follows:

**Table 5.8: The greater the number of methods used to recruit employees (Q15 and Q17)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>84 (16.46%)</td>
<td>217 (42.4%)</td>
<td>98 (19.1%)</td>
<td>73 (14.3%)</td>
<td>40 (7.8%)</td>
</tr>
<tr>
<td>17</td>
<td>96 (18.8%)</td>
<td>220 (43%)</td>
<td>83 (16.2%)</td>
<td>67 (13.1%)</td>
<td>46 (9%)</td>
</tr>
</tbody>
</table>

*Source: Created for this thesis*

The concern with e-recruitment through the bank’s website and whether this may increase the number of unqualified applicants is shown in question number eight. Of the total number of respondents, 182 agreed with this content, accounting for 35.6% of the sample, while the neutral responses totalled 125 (24.4%) and those who disagreed numbered 205 (40%). This indicates that Saudi banks use their websites for recruitment purposes.

The following question aims at testing the effectiveness of using another method to recruit employees in Saudi banks, which is coordination with the universities in order to recruit the best graduates who can contribute to supporting the competitiveness of the bank. The number of respondents who strongly agreed with this approach was 139 (27.1%) and the number of those who agreed was 180 (35.2%), thus bringing the total of those who agreed with the question to 319 (62.3%). The number of neutral responses was 87 (17%), whereas the number of those who did not agree accounted for 106 employees (20.7%). This means that this method of recruitment is favoured by Saudi banks.

The twentieth question invites criticism of the method of personal recruitment because it is characterized by a kind of bias which deprives the bank of hiring the best applicants. The number of participants agreeing with this criticism was 295 (57.6%), while the number of neutral participants was 109 (23.1%). The number of those who did not agree was 108 (21.1%). This suggests that the personal recruitment method may be less likely to be used
in Saudi banks. The table below shows the ranking of recruitment methods according to those most frequently used by Saudi banks from the viewpoint of the sample members:

Table 5.9: Recruitment methods in Saudi banks

<table>
<thead>
<tr>
<th>No.</th>
<th>Recruitment method</th>
<th>Number of participants</th>
<th>Percentage</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Employee referral</td>
<td>250</td>
<td>48.8</td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>Advertising of jobs</td>
<td>103</td>
<td>20.1</td>
<td>6</td>
</tr>
<tr>
<td>14</td>
<td>Employment agencies</td>
<td>158</td>
<td>30.9</td>
<td>4</td>
</tr>
<tr>
<td>18</td>
<td>Recruitment through the bank’s Website</td>
<td>205</td>
<td>40</td>
<td>3</td>
</tr>
<tr>
<td>19</td>
<td>Recruitment through universities</td>
<td>319</td>
<td>62.3</td>
<td>1</td>
</tr>
<tr>
<td>20</td>
<td>Personal recruitment</td>
<td>108</td>
<td>21.1</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Created for this thesis
(Note: Neutral respondents have not been entered into this ranking)

The implementation of the policy of Saudization in the Saudi private sector is still weak, with the exception of the banking sector. Therefore, the recruitment of employees through communication with Saudi universities ranked first among the recruitment methods listed.

5.4.3 Analysis of the Training Development Methods Questions (Q21-Q30)

The following section focuses on training methods at present (Q21-25) and discusses which methods lead to employee effectiveness. This final section has the same arrangement as other last sections of the statistical output.

Table 5.10: Descriptive analysis of the training development methods (questions 21-25)

<table>
<thead>
<tr>
<th>Statements of training development methods</th>
<th>N</th>
<th>Mean</th>
<th>Std-deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21 On-the-job training provides new employees with a good understanding of the importance of customers in the banking business.</td>
<td>512</td>
<td>3.91</td>
<td>1.19</td>
</tr>
<tr>
<td>Q22 There is an adequate training period for a new employee in all sections of the bank to identify customer needs.</td>
<td>512</td>
<td>3.50</td>
<td>1.36</td>
</tr>
<tr>
<td>Q23 The bank sends some employees to be trained in reputable banks who have a large market share.</td>
<td>512</td>
<td>3.79</td>
<td>1.20</td>
</tr>
</tbody>
</table>
Q24 The bank focuses on training in communication skills because these are the key to success in customer satisfaction.

Q25 After the training sessions, the trainer accompanies the trainees to the workplace to observe the differences between theoretical and practical application.

Figure 5.10: Ranking of training development methods (questions 21-25)

The third variable of this study incorporates employee training and development. The questionnaire includes ten questions related to ways of training and employee development, in order to identify the best way of increasing employee effectiveness from the viewpoint of the study sample, consisting of 512 employees working in the four banks which took part in the study.

Figure 5.10 above shows data gathered from responses to questions 21-25. The question in this part argues that on-the-job training methods provide new employees with a good understanding of the importance of customers in the banking business. This item received a high degree of agreement, as the number of those who agreed strongly with the substance of the statement was 199 (38.9%) in addition to 179 employees who agreed, who accounted for 35%, bringing the number of those who agreed to 378 employees (73.9%). The other three choices were responded to by small numbers of participants as follows: Neutral = 59 (11.5%), Disagree = 40 (7.8%), and Strongly Disagree = 35 (6.8%). This indicates that the on-the-job training method is most likely to be used in Saudi banks.
The following inquiry aims at exploring if there is an adequate training period for new employees in all departments of the bank to inform them about customer needs. Regarding the availability of this type of training in their banks, 298 of the respondents (58.2%) agreed, while neutral responses numbered 77 (15%). The total number of respondents who did not agree with the availability of this training in Saudi banks numbered 137 (26.7%). This simply means that Saudi banks are interested in new employee training.

Question 23 explores the subject of off-the-job training and asks whether Saudi banks send some of their employees for training in reputable banks which have a large market share as a part of off-the-job training technique. Figure 5.10 above shows that 355 of the respondents agreed with the content of this question, accounting for 69.3% of the study sample, while neutral responses numbered 70 (13.7%). The total number of respondents who did not agree with what was stated numbered 87 (16.9%). This indicates that Saudi banks are highly likely to send employees to be trained in the largest banks.

The link between the focus of banks on training in communication skills and success in increasing employee effectiveness in achieving customer satisfaction is contained in question 24. As shown in Figure 5.10, the content of this question did not receive a large number of those who agreed strongly, numbering only 76 employees out of 512 (14.8%), but those who agreed with the statement numbered 123 employees (24%), thus bringing the total of those who agreed to 199 (38.8%). Neutral responses were given by 136 employees (26.6%), whereas the number of those who did not agree was 177 (34.6%).

This analysis may mean one or both of two things: firstly, Saudi banks provide training in communication skills to employees at the senior management level; and secondly that banks depend on the means of electronic communication through which they provide banking services to customers, such as Internet banking, phone banking, ATMs and many others.

The final question in this part, as placed above, refers to trainers after each session accompanying trainees to the workplace to observe any differences between theoretical and practical application. The responses of employees regarding the credibility of this statement were as follows: Strongly Agree = 134 (26.2%), Agree = 147 (28.7%), Neutral = 118 (23%), Disagree = 73 (14.2%) and Strongly Disagree = 40 (7.8%). From this, it can be
concluded that when developing a training plan, human resource management in Saudi banks keeps in mind the selection of trainers who are able to link theoretical training and practical application on the ground.

### Table 5.11: Descriptive analysis of training development methods (questions 26-30)

<table>
<thead>
<tr>
<th>Statements regarding training development methods</th>
<th>N</th>
<th>Mean</th>
<th>Std-deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q26 The bank uses simulation methods to enable trainees to take the necessary decisions to solve customer problems.</td>
<td>512</td>
<td>3.53</td>
<td>1.09</td>
</tr>
<tr>
<td>Q27 I think that the bank does not prefer the lecture method because of its high cost, and because it does not meet the purpose of customer relations.</td>
<td>512</td>
<td>3.22</td>
<td>1.21</td>
</tr>
<tr>
<td>Q28 The presentation of a video during the training programme on how to satisfy the customer remains in the mind of the trainee for a long time.</td>
<td>512</td>
<td>3.79</td>
<td>1.23</td>
</tr>
<tr>
<td>Q29 The bank sends supervisors on intensive training courses to find out the latest developments in public relations.</td>
<td>512</td>
<td>3.55</td>
<td>1.23</td>
</tr>
<tr>
<td>Q30 I think that the most important issue in training is the application of what the employee has been trained to do in the workplace.</td>
<td>512</td>
<td>4.17</td>
<td>1.20</td>
</tr>
</tbody>
</table>

### Figure 5.11: Ranking of training development methods (questions 26-30)

Figure 5.11 above summarizes responses to the last five questions regarding employee training and development. Question 26 pertaining to simulation training indicates that the bank uses simulation methods to enable trainees to take the necessary decisions to solve customer problems. The number of respondents who agreed strongly that the Saudi banks use this method of training was 96 (18.8%) in addition to 195 (38.1%) who agreed with this statement, bringing the total of those who agreed with the use of this method by Saudi
banks to 291 respondents (56.9%). Neutral responses amounted to 134 respondents (26.2%), whereas the number of those who did not agree totalled 87 (17%).

An employee’s ability to make the right decision independently can be considered as a manifestation of the effectiveness of the employee. As 57% of the respondents agreed that the training is in accordance with the simulation method and achieves efficiency, it thus appears more likely that Saudi banks are using this method.

Discussing the matter of the lecture method of training, under question twenty seven assumes that the bank does not prefer the lecture method for training employees because of its high cost and because it does not meet the purpose of customer relations. The number of respondents who agreed with the content of this question was 219 (42.8%), neutral responses numbered 147 (28.7%), while 146 (28.5%) did not agree. We note here that the percentage of those who agreed with the thrust of the question was much higher than the proportion of opponents, which means that Saudi banks tend not to favour the lecture method in the training of their employees.

The subsequent questions suggests that training through showing videos stays in the minds of the trainees for a long time, thereby increasing its effectiveness in achieving customer satisfaction. For this question, 345 employees (67.9%) agreed with the content, neutral responses were given by only 73 (14.3%), whereas those who disagreed numbered 91 employees (17.7%). This indicates that employees believed from their most practical and effective training experience in the bank that the method of training by video is most likely to be sufficient by applying it in the banks.

Question 29 enquires about the extent of the use of intensive training courses for supervisors in Saudi banks for the subject of public relations. Out of the 512 participants, 287 (56%) agreed with the thrust of this statement, neutral responses were given by 119 participants, accounting for 23.2% of the study sample, while those who disagreed numbered 106 (20.7%). This means that Saudi banks are accustomed to sending supervisors to attend such training courses.

The final question considers the benefits from training which are achieved when trainees put their training into practice and apply it in the workplace. The subject of this statement
received the highest degree of agreement, as 404 respondents (78.9%) agreed with it, while those in the rest of the sample were distributed as follows: Neutral = 40 (7.8%), Disagree = 39 (7.6%) and Strongly Disagree = 29 (5.7%).

Finally, by looking at questions 21 and 23, we can observe that the on-the-job training method is more likely to be used by Saudi banks than the off-the-job training method. The table below shows the ranking of the other training methods according to those most frequently used by Saudi banks from the viewpoint of the sample members:

<table>
<thead>
<tr>
<th>Question No.</th>
<th>Training method</th>
<th>Percentage of agreement</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Simulation</td>
<td>56.9</td>
<td>2</td>
</tr>
<tr>
<td>27</td>
<td>Lecture</td>
<td>28.5</td>
<td>4</td>
</tr>
<tr>
<td>28</td>
<td>Video training</td>
<td>67.9</td>
<td>1</td>
</tr>
<tr>
<td>25</td>
<td>Mixed method (lecture and practical application)</td>
<td>54.9</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: Created for this thesis

5.5 ANALYSIS OF THE QUESTIONS BY CROSS TABULATION

Figure 5.12 below shows the correlation for age with recruitment strategy, for questions 1-4. The objective was to investigate the effect of respondents’ age on the degree of their conviction regarding the content of the question. If we refer to the first question regarding recruitment strategy, we find that the younger employees were more concerned about internal sources of recruitment than those who were older. In the same way, Figure 5.13 shows the experience with age relationships for questions 1–4. This figure shows the impact of the variable of years of experience on the responses of participants. If we recall the responses to question 4, for example, these show that employees who had 1-9 years of experience believed that the bank would prefer to hire people who exhibited good behaviour, while those with greater experience did not agree with this perspective to the same extent.
In order to conduct this analysis, the following charts were prepared: age relationships with questions 1–4 (recruitment strategy); experience relationships with questions 1-4; banks relationships with questions 1–4, which means that the researcher used three charts to represent recruitment strategy. The recruitment methods relations with demographic factors was conducted using questions 11–13 for experience, 14–16 for banks, and questions 11–19 for educational level. The analysis of training and development methods was carried out using questions 21–30: relationships for questions 21–23 with experience, questions 24–26 for bank, and questions 27–29 for educational level.

5.5.1 Analysis of Recruitment Strategy Questions 1-4 with the Age, Experience and Bank Variables

Figure 5.12 shows the relationships of age with recruitment strategy according to questions 1-4.

![Age Relationships with Q1-Q4](chart)

Figure 5.12: Recruitment strategy and age relationships with questions 1-4

Given the multiplicity of the age groups of the participants in the sample, with a total of six categories, the researcher decided to reduce these to two groups: younger people, consisting of employees aged 25-39 years, and older people, consisting of employees aged 40-55.
Question 1: “Internal recruitment sources provide the bank with employees who are able to meet the customers’ needs.”

Young people numbered 476 employees and their responses to question one that focus on internal recruitment strategy were as follows:

- Strongly Agree/Agree: 310 (65.2%)
- Neutral: 90 (18.8%)
- Strongly Disagree/Disagree: 76 (16%)

Participants aged 40–55 numbered 36 and their responses to question one were as follows:

- Strongly Agree/Agree: 16 (44.4%)
- Neutral: 9 (25%)
- Strongly Disagree/Disagree: 11 (30.6%)

Figure 5.12 shows a considerable variation in the rate of agreement for using internal resources to recruit employees between younger and older employees, where the percentages reached 65.2% and 44.4% respectively. Accordingly, the highest percentage of non-agreement is shown in the category of older employees.

Question 2: “Your bank deliberately recruits people with specific performance strengths from rival banks because they are better able to understand customers’ needs.”

The category of younger participants consisted of 476 employees and their responses to question two subject to (Attract the best employee from other rivals) were as follows:

- Strongly Agree/Agree: 285 (59.9%)
- Neutral: 105 (22%)
- Strongly Disagree/Disagree: 86 (18.1%)

The category of older employees numbered 36 and their responses to the same question were as follows:

- Strongly Agree/Agree: 9 (25%)
- Neutral: 12 (33.3%)
- Strongly Disagree/Disagree: 15 (41.7%)
The highest agreement rate (59.9%) for the content of question 2 came from the category of younger employees; the highest rate of disagreement (41.7%) was from the category of older employees. This means that there was a significant impact of age on the responses of participants to the content of question 2.

**Question 3:** “Recruiting the best graduates supports the competitive advantage among the customer community.”

The category of younger employees contained 476 respondents and their responses to (Best graduates support competitive advantage) question were as follows:

- Strongly Agree/Agree: 255 (53.6%)
- Neutral: 117 (24.6%)
- Strongly Disagree/Disagree: 104 (21.8%)

The category of older employees contained 36 respondents and their responses to the same question were as follows:

- Strongly Agree/Agree: 16 (44.4%)
- Neutral: 9 (25%)
- Strongly Disagree/Disagree: 10 (27.8%)

In both age categories, the larger proportion was of those who agreed with the content of question 3 (53.6% and 44.4% respectively), which means that the age variable was less important in relation to the participants’ responses to this question.

**Question 4:** “The bank employs people who behave politely when dealing with customers.”

The category of younger employees consisted of 476 respondents and their responses to question under (employee behavior) were as follows:

- Strongly Agree/Agree: 315 (66%)
- Neutral: 81 (17%)
- Strongly Disagree/Disagree: 80 (17%)

The category of older employees consisted of 36 respondents and their responses were as follows:

- Strongly Agree/Agree: 9 (25%)
Neutral: 17 (27.8%)
Strongly Disagree/Disagree: 17 (47.2%)

Those who agreed with the content of question 4 were 66% from the younger category of respondents and 25% from the category of older respondents. At the same time the category of older respondents formed the highest parentage of disagreement (47.2%). Therefore, the age variable played a significant role in the responses given to question 4. This means that the majority of the participants were from the younger category, which is consistent with the result for the ranking of recruitment methods in which university methods took the first position.

![Experience Relationships with Q1-Q4 (Recruitment Strategy)](image)

Figure 5.13: Recruitment strategy and experience relationships with questions 1-4

Question 1: “Internal recruitment sources provide the bank with employees who are able to meet the customers’ needs.”

The category of experienced employees with 1-9 years consisted of 391 employees and their responses to question 1 above were as follows:

- Strongly Agree/Agree: 262 (67%)
- Neutral: 71 (18.2%)
- Strongly Disagree/Disagree: 58 (14.8%)
The next category was for those with 10-19 years of experience, which consisted of 88 employees and their responses were as follows:

- Strongly Agree/Agree: 50 (56.9%)
- Neutral: 23 (26.1%)
- Strongly Disagree/Disagree: 15 (17%)

Experienced people in the 20-over 30 years category consisted of 33 employees and their responses were as follows:

- Strongly Agree/Agree: 14 (42.4%)
- Neutral: 5 (15.2%)
- Strongly Disagree/Disagree: 14 (42.2%)

It could be that fewer experienced employees (42.4%) agreed with the content of question 1 than employees with 1-9 years (67%) and 10-19 years of experience (56.9%). The highest proportion of disagreement came from the third category (20-over 30 years) with 42.2%. This refers to a significant impact of the length of experience on the participants’ responses.

**Question 2:** “Your bank deliberately recruits people with specific performance strengths from rival banks because they are better able to understand customers’ needs.”

The highest proportion of agreement (62.6%) was from those who had experience of 1-9 years, followed by those who had experience of 10-19 years, where the proportion was 59.1%. The lowest proportion of agreement (30.0%) came from those who had 20-over 30 years of experience, while the highest proportion of disagreement (54.5%) was shown by those who had experience of 20-over 30 years. Thus, the difference in years of experience had a significant effect on the responses of participants.

**Question 3:** “ Recruiting the best graduates supports the competitive advantage among the customer community.”

The highest proportion of agreement (59.1%) was from those who had experience of 10-19 years, followed by 52.4% for those who had 1-9 years of experience. Those who had
experience of 20-over 30 years registered a 42.2% agreement rate. The lowest proportion of disagreement came from those who had experience of 10–19 years (14.8%). The highest proportion of disagreement (42.4%) was from those who had experience of 20-over 30 years. Thus, we can say that the difference in the number of years of experience had an impact on the responses of participants to the content of question 3.

**Question 4:** “The bank employs people who behave politely when dealing with customers.”

The highest proportion of agreement (65.7%) was from those who had 1-9 years of experience, followed by 61.4% for those who had experience of 10–19 years. The proportion of agreement for those who had experience of 20-over 30 years was equal to the proportion of disagreement within this category, registering the highest proportion of non-agreement.

![Figure 5.14: Recruitment strategy and bank relationships with questions 1-4](image)

**Question 1:** “Internal recruitment sources provide the bank with staff who are able to meet the customers’ needs.”
The sample members were distributed according to the bank in which they worked as follows:

- National Bank B: 99
- National Bank A: 85
- Foreign Bank A: 202
- Foreign Bank B: 126

Figure 5.14 and the data immediately above show that the proportion of employees who agreed with the content of question 1 for the four banks was the highest proportion between the options: National Bank B = 70.7%, National Bank A = 65.9%, Foreign Bank A = 66.8% and Foreign Bank B = 51.6%. This means that the highest proportion of agreement was held by respondents at National Bank B and the lowest was for those from Foreign Bank B. Therefore, the highest proportion of disagreement was from those working for Foreign Bank B (37.3%) and the lowest was from those at Foreign Bank A.

**Question 2:** “Your bank deliberately recruits people with specific performance strengths from rival banks because they are better able to understand the customers’ needs.”

As shown in Figure 5.14 above, the proportion of employees who agreed with the content of question 2 among the four banks was the highest proportion within each bank, but those from the Foreign Bank B registered the lowest proportion of agreement among those working for the four banks, as well as the highest proportion of disagreement (37.3%). The proportions of agreement from the four banks were as follows: National Bank B = 66.7%, National Bank A = 55.3%, Foreign Bank A = 60.9% and Foreign Bank B = 46%.

**Question 3:** “Recruiting the best graduates supports the competitive advantage among the customer community.”

As shown in Figure 5.14 above, the proportion of employees who agreed with the content of question 3 for the four banks was the highest proportion within each bank as follows: National Bank B = 55.6%, National Bank A = 52.9%, Foreign Bank A = 55.9% and Foreign Bank B = 46%. However, Foreign Bank B recorded the lowest proportion of agreement among the four banks, as well as the highest proportion of disagreement.
Question 4: “The bank employs people who behave politely when dealing with customers.”

It can be noted that the proportion of employees who agreed with the content of question 4 for the four banks was the highest proportion within each bank as follows: National Bank B = 78.8%, National Bank A = 57.6%, Foreign Bank A = 65.4% and Foreign Bank B = 51.6%.

As is clear, National Bank B recorded the highest agreement rate regarding the content of question 4, while the highest percentage of non-agreement came from Foreign Bank B (31.7%). Therefore, we find that the nationality of the bank only affected the disparity in agreement ratings with regard to questions 1-4.

5.5.2 Analysis of Recruitment Method Questions 11-19 with the Experience, Bank and Education level Variables

Figure 5.15 shows a cross tabulation analysis that enhances clear idea of the relationships for respondents’ years of experience with recruitment methods according to questions 11-13.
Figure 5.15: Recruitment methods and experience relationships with questions 11-13

**Question 11:** “I think that employee referral is the best method for the recruitment of employees to respond faster to customer requests.”

The number of respondents regarding the content of question 11 amounted to 250 employees, with 48.8% of the study sample. Neutrals numbered 144 employees (28.1% of the study sample) and those who did not agree numbered 118 employees (13.1%). However, if we look at the categories of expertise horizontally we find the following regarding the content of the above question.

Employees with 1-4 years of experience: the total for this category was 212. Those who agreed numbered 101 employees (47.6% of the category total), neutrals numbered 57 employees (26.9% of the total), whereas those who did not agree numbered 54 employees (25.5% of the total).

Employees with 5-9 years of experience: the total for this category was 179 employees. Those who agreed numbered 97 employees (54.2% of the category total), neutrals
numbered 52 employees (29.1% of the total), and those who did not agree numbered 30 employees (16.8%).

Employees with 10-19 years of experience: the total for this category was 88 employees. Those who agreed numbered 40 employees (45.5% of the category total), neutrals totalled 28 employees (31.8% of the total), but those who did not agree with the content of the question numbered 20 employees (22.7% of the total).

Employees with 20-29 years of experience: the total for this category was 25 employees. Those who agreed numbered 9 employees (36% of the total for the category), neutrals numbered 6 employees (24% of the total), whereas those who did not agree numbered 40% of the total.

Employees with over 30 years of experience: the total for this category was eight employees. Those who agreed numbered three employees (37.5% of the total for this category), neutrals numbered one employee (12.5% of the total), while those who did not agree numbered four employees (50% of the total).

It can be noted from this analysis that the percentage of those who agreed that employee referral was the best method for the recruitment of employees in order to respond faster to customer requests decreased as the number of years of experience increased. Responses to the next question further explain the matter of experience.

**Question 12: “The way of advertising jobs leads to the accusation of nepotism and cronyism.”**

Figure 5.15 above reflects the impact of the length of experience of the employees on their answers to question twelve. The employees who represented the study sample were divided into categories according to the number of years of experience as follows.

Employees with 1-4 years of experience: this category consisted of 212 respondents, representing 41.4% of the study sample. Those who agreed with the content of the question numbered 112 employees (52.8% of the total for this category), neutrals revealed 58 employees (27.4%), while those who did not agree comprised 42 employees (19.8%).
Employees with 5-9 years of experience: this category consisted of 179 respondents, representing 35% of the study sample. Those who agreed with the content of the question above numbered 96 employees (53.6% of the total for this category), neutrals numbered 49 employees (27.4% of the total), while those who did not agree numbered 34 employees (19% of the total).

Employees with 10-19 years of experience: this category consisted of 88 respondents, representing 17.2% of the study sample. Those who agreed with the substance of the question among these category members numbered 30 employees (34.1% of the total), neutrals numbered 44 employees (50%), whereas those who did not agree numbered 14 employees (15.9% of the total for the category).

Employees with 20-29 years of experience: this category consisted of 25 employees, representing 4.9% of the sample size. Employees who agreed with the content among these category members numbered 8 employees (24% of the total). The largest number was of those who did not agree, numbering 11 employees (44% of the category total).

Employees with experience of over 30 years numbered eight employees, representing 1.6% of the study sample. Those who agreed with what is stated in question above numbered four employees (50% of the total) and two employees are neutral (25% of the total). Those who did not agree also numbered two employees (25% of the total).

It is clear that the proportion of staff who believed that the use of the method of advertising jobs leads to the intervention of nepotism and cronyism was high for the first and second categories, which included staff with experience ranging from 1-9 years. This percentage then declined in the categories with the most number of years of experience. In contrast, the percentage of those who disagreed with this content was low in groups with little experience and then rose according to the increase in the number of years of experience.

It is suggested that the most likely reason for this is that those with the greater number of years of experience are older, and perhaps joined the bank through systems of nepotism and cronyism.
Question 13: “I think that recruitment through nepotism and cronyism may lead to a weakening of the relationship with the customers.”

Respondents with 1-4 years of experience numbered 212 employees, representing 41.4% of the sample size. Those who agreed with the content of question thirteenth from these category members numbered 147 employees (69.3% of the category total), neutrals numbered 35 employees (16.5% of the total), while those who did not agree numbered 30 employees (14.2% of the total).

Respondents with 5-9 years of experience numbered 179 employees, representing 35% of the sample size. Employees who agreed with the content of the question above among these category members numbered 120 employees (67% of the total for the category), while neutrals numbered 38 employees (21.2% of the total). Those who did not agree numbered 29 employees (11.7% of the total).

Respondents with 10-19 years of experience numbered 88 employees, representing 17.2% of the study sample. Those who agreed with the content of the question above among these category members numbered 49 employees (55.7% of the category total), while neutrals totalled 27 employees (30.7% of the total). Those who did not agree numbered 12 employees (14% of the total).

Respondents with 20-29 years of experience numbered 25 employees, representing 4.09% of the sample size. Those who agreed with the substance of the question numbered 12 employees (48% of the category total), neutrals totalled five employees (20% of the category total), while those who did not agree numbered eight employees (32% of the total).

The category of respondents with more than 30 years of experience contained eight employees, representing 1.6% of the sample size. Employees who agreed with the content of the question above among the members of this category numbered four employees (50%), neutrals numbered one employee (12.5% of the total for this category), and those who did not agree numbered three employees (37.5% of the total).
It can be concluded from this analysis that the degree of agreement regarding the content of question 13 decreased as the number of years of experience increased, and that the degree of non-agreement increased with the number of years of experience. In addition, the results of this analysis indicate that the highest agreement rate for the content of question 13 came from the category of employees who had experience ranging from 1-4 years, while the highest percentage of non-agreement was shown by those who had experience of more than 30 years.

Figure 5.16: Recruitment methods with banks relationships with questions 14-16

Figure 5.16 above is based on cross relationships for employees’ answers to questions 14, 15 and 16 about recruitment methods and the impact of the banks which employed the respondents.

**Question 14:** “I do not think that recruitment through employment agencies provides the bank with employees showing high performance in the field of customer relations.”

Figure 5.16 demonstrates that the highest percentage of agreement for the content of question fourteenth was from employees of National Bank B, where the percentage of those who agreed amounted to 53.5% of the total participants from National Bank B. The lowest proportion of agreement was from the employees of Foreign Bank B, as this reached 34%.
of the total number of participants from Foreign Bank B. The highest percentage of non-agreement was from Foreign Bank B employees, amounting to 41.3% of the total number of participants from this bank. The lowest percentage of non-agreement was from the Foreign Bank A, which amounted to (23.3%) of the total number of participants from this bank.

This indicates that participants in the sample of four banks employees agreed that recruitment through employment agencies does not provide effective staff in the field of customer relations, except the staff of Foreign Bank B, where the percentage of those in agreement amounted to 41.3%.

**Question 15: “I think that the use of all methods of recruitment provides multiple alternatives to choose from.”**

As shown in Figure 5.16 above, the highest level of agreement for the content of question above came from the respondents from National Bank B, where the percentage of those who agreed amounted to 68.7% of the total number of participants from National Bank B. Figure 5.16 also shows that the percentage of agreement from those working for both National Bank A and Foreign Bank A was close to a large extent to the agreement rate from those in National Bank B. However, Foreign Bank B showed the lowest percentage (46%) of agreement for the content of question 15 and the highest percentage (23.5%) of non-agreement regarding the same content.

**Question 16: “The bank prefers the employee referral method for its low cost and its assurance in acquiring employees who know the customers very well.”**

Figure 5.16 above shows that the agreement percentage regarding the content of the question above was equal in National Bank A and Foreign Bank B, reaching 43.6% of the total number of participants from each. However, the proportion of non-agreement was not comparable in the two banks, as this reached 18.8% in National Bank A and 31.7% in Foreign Bank B. This was due to the apparent imbalance in the ratio of neutrals in each of the banks, which was 24.6% in Foreign Bank B and 37.7% in National Bank A. Employees at National Bank B formed the highest agreement rate for the content of this question, where the rate was 57.6% of the total number of participants from National Bank B. This
was followed by Foreign Bank A, where the percentage of agreement for the content of question 16 in this bank was 50.5% of the total number of participants.

From the above it can be said that the multiplicity of banks whose employees formed the members of the sample had a significant impact on the attitudes of employees towards the content of this question.

Analysis will now be conducted of the education level relationships for questions 17, 18 and 19. Figure 5.17 below shows a cross-tabulation analysis of respondents’ education level answers regarding recruitment methods.

![Figure 5.17: Recruitment methods and education level relationships with questions 17-19](image)

**Question 17:** “The greater the number of recruits, the better the bank is able to choose the best skills and behaviours.”

As shown in Figure 5.17 above, 257 participants were distributed among the four education levels. Those who agreed with the content of the question numbered 179 employees, 69.6% of the total Diploma holders, neutrals numbered 38 employees (14.8% of the total), while those who did not agree numbered 40 employees (15.6% of the category total). Bachelor’s degree holders numbered 210 employees. Of these 210, those who agreed with the content of question 17 numbered 122 employees (58.1% of the total number of Bachelor holders),
neutrals numbered 37 employees (17.6% of the total), while those who did not agree numbered 51 employees (24.3% of the total number of Bachelor’s degree holders).

There were 40 employees who held a Master’s degree and their responses were distributed as follows:

- Strongly Agree/Agree: 14 (35% of the total for this category)
- Neutral: 8 (20%)
- Strongly Disagree/Disagree: 18 (45%)

Thus, the majority of participants in this category did not agree with the content of question above. There were five employees who held Doctorates and their responses were distributed as follows:

- Strongly Agree/Agree: 1 (20% of the total for this category)
- Neutral: 0
- Strongly Disagree/Disagree: 4 (80%)

From here it can be noted that the highest agreement percentage was from Diploma holders (69.9%), and the lowest percentage of agreement came from Doctorate holders (20%). Meanwhile, the highest percentage of non-agreement came from Doctorate holders (80%) and the lowest percentage from Diploma holders (15.6%). When testing these ratios and rates, the reader will touch on reliability and credibility, as the results indicate that the highest approval rate for the content of question 17 was from Diploma holders, who were naturally younger than the holders of a PhD. This provides evidence that the Saudi banks prefer to hire new graduates in applying the policy of Saudization.

**Question 18:** “I think that recruitment through the website of the bank will increase the number of unqualified applicants.”

Diploma holders numbered 257 employees and their responses to this question were distributed as follows:

- Strongly Agree/Agree: 95 (36.9% of the total for this category)
- Neutral: 53 (21.5%)
- Strongly Disagree/Disagree: 107 (41.6%)

Bachelor’s degree holders numbered 210 employees and their answers were as follows:

- Strongly Agree/Agree: 77 (36.7% of the total for this category)
- Neutral: 55 (26.2%)
Master’s degree holders numbered 40 employees and their responses were as follows:

- Strongly Agree/Agree: 8 (20% of the total for this category)
- Neutral: 14 (35%)
- Strongly Disagree/Disagree: 18 (45%)

There were five employees who held Doctorates, with the following distribution of their responses to the question:

- Strongly Agree/Agree: 2 (40% of the total for this category)
- Neutral: 1 (20%)
- Strongly Disagree/Disagree: 2 (40%)

It is apparent that there was a similarity in the responses from the sample members, despite differences in educational level for each category, where the majority of participants from each category did not agree with the content of this question. The percentage of those who agreed within each category was lower than the proportion of those who were non-consenting, with the exception of PhD holders, who had an equal proportion (40%) of those who either agreed or disagreed. The lowest rate of agreement came from Master’s degree holders, amounting to 20%. This indicates that there was broad consensus among the members of the sample in their agreement that the use of the website of the bank does not lead to an increase in the number of unqualified applicants.

**Question 19:** “In my opinion, communication with universities to recruit the best graduates supports the competitiveness of the bank.”

The responses of the Diploma holders were distributed as follows:

- Strongly Agree/Agree: 173 (73% of the total number of Diploma holders)
- Neutral: 37 (14.4%)
- Strongly Disagree/Disagree: 47 (18.3%)

The responses of Bachelor’s degree holders were as follows:

- Strongly Agree/Agree: 132 (62.9 % of the total for this category)
- Neutral: 41 (19.5%)
- Strongly Disagree/Disagree: 37 (17.6%)

The responses of Master’s degree holders were distributed as follows:

- Strongly Agree/Agree: 11 (27.5% of the total for this category)
- Neutral: 8 (20%)
Strongly Disagree/Disagree: 21 (52.5%)

The responses of Doctorate holders were distributed as follows:
- Strongly Agree/Agree: 3 (60% of the total for this category)
- Neutral: 1 (20%)
- Strongly Disagree/Disagree: 1 (20%)

As shown above, the majority of those in the Diploma category agreed with the content. It can be noted here that the majority of respondents in the Bachelor category agreed with the effectiveness of communicating with universities in recruiting the best graduates. In the Master category, it can be noted that the majority of the participants did not agree with the question content.

The majority of the members of Doctorate category agreed with recruiting best graduates will lead to achieve competitive advantage. According to this analysis, it can be observed that the percentage of agreement regarding the use of coordination with universities to recruit the best graduates increased at the lower levels of education and decreased at the higher levels.

5.5.3 Analysis of Training Development Methods Questions 21-30 with the Experience, Bank and Education level Variables

Figure 5.18 below is based on a cross relationships of employees’ answers to questions 21, 22 and 23 regarding training and development and the impact this had on their answers.
Figure 5.18: Training development methods and experience relationships with questions 21-23

Question 21: “On-the-job training provides new employees with a good understanding of the importance of customers in the banking business.”

The aim of this figure was to establish whether the number of years of experience had an impact on the trends of participants towards the substance of the question. Figure 5.18 shows the five categories for the number of years of experience. However, for the purpose of this analysis, the researcher decided to reduce them to the following three categories.

Category One (1-9 years of experience): the total for this category was 391 employees and their answers were distributed as follows:

- Strongly Agree/Agree: 288 (73.7% of the total for this category)
- Neutral: 52 (13.3%)
- Strongly Disagree/Disagree: 51 (13%)

This means that the majority of participants within this category agreed with the content of the above question.

Category Two (10-19 years of experience): this category consisted of 88 employees and their responses were distributed as follows:
Strongly Agree/Agree: 69 (78.4% of the total for this category)
Neutral: 7 (8%)
Strongly Disagree/Disagree: 12 (13.6%)

Category Three (20-over 30 years of experience): this category contained 33 employees and their responses to question number 21 were distributed as follows:

Strongly Agree/Agree: 21 (63.6% of the total for this category)
Neutral: 0
Strongly Disagree/Disagree: 12 (36.45%)

It can be noted that the majority of (10-19 years experience) category members agreed. Moreover, it is noted that there was almost complete harmony between the members of this category in their responses this question, despite the differences in the number of years of experience between the groups, whereby the vast majority of those in these categories agreed with the effectiveness of the method of on-the-job training. As mentioned earlier, the agreement rate among the three categories ranged from 63.6%-78.4%. The rate of non-agreement did not exceed 13.6%, with the exception of Category Three, which amounted to 36.4%.

**Question 22: “There is an adequate training period for a new employee in all sections of the bank to identify customer needs.”**

Category One (1-9 years of experience): the total number of members of this category was 391 and their responses were distributed as follows:

Strongly Agree/Agree: 238 (60.9% of the total for this category)
Neutral: 52 (13.3%)
Strongly Disagree/Disagree: 100 (25.6%)

Category Two (10-19 years of experience): the total for this category was 88 employees and their answers regarding the content of question 22 were distributed as follows:

Strongly Agree/Agree: 69 (54.5% of the total for this category)
Neutral: 23 (26.2%)
Strongly Disagree/Disagree: 17 (19.3%)
Thus, the majority of those in this category agreed with the content of this question but with a smaller proportion than those in the previous category.

Category Three (20-over 30 years of experience): the total number of respondents in this category was 33 employees and their responses were distributed as follows:

- Strongly Agree/Agree: 12 (36.3% of the total for this category)
- Neutral: 1 (3%)
- Strongly Disagree/Disagree: 20 (60.7%)

It is clear that the majority of respondents (60.9%; 54.5%) who had experience of 1-20 years agreed but those who had very long years of service did not agree, accounting for 60.7% of the category to which they belonged. Perhaps the reason for this is their greater age, which may have led to a feeling of being bored with regard to training new employees.

**Question 23: “The bank sends some employees to be trained in reputable banks who have a large market share.”**

Category One (1-9 years of experience): the total number of respondents in this category was 391 and their responses were distributed as follows:

- Strongly Agree/Agree: 275 (70.3% of the total for this category)
- Neutral: 61 (15.6%)
- Strongly Disagree/Disagree: 55 (14.1%)

This demonstrates that most of the respondents within this category agreed that the bank sends some employees to be trained in reputable banks.

Category Two (10-19 years of experience): this category consisted of 88 employees and their answers to above question were distributed as follows:

- Strongly Agree/Agree: 68 (77.3% of the total for this category)
- Neutral: 5 (5.7%)
- Strongly Disagree/Disagree: 15 (15%)

This indicates that the vast majority of employees in this category agreed with the external training methods as take place in reputable and competitive banks.

Category Three (20-over 30 years of experience): the total number of employees in this category was 33 and their responses were distributed as follows:
Strongly Agree/Agree: 12 (36.4% of the total for this category)
Neutral: 4 (12%) 
Strongly Disagree/Disagree: 17 (51.5%)

The most likely reason for the high proportion of non-agreement among employees with long experience is the classical form of thinking that they are best placed to train employees and that there is no need to send any of them for training abroad. Therefore, it was found that more than 50% of those with longer terms of experience did not agree with training in other bank as well as it may be a relevant practice that didn’t happen when they were training.

Figure 5.19 below shows the relationships for employee bank with training development question methods according to questions 24-26.

![Figure 5.19: Training development methods and bank relationships with questions 24-26](image)

**Question 24:** “The bank focuses on training in communication skills because these are the key to success in customer satisfaction.”
The responses of employees from each bank are distributed as follows: National Bank B: the number of participants from this bank totalled 99 employees and their responses were distributed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree/Agree</td>
<td>42 (42.4%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>21 (21.2%)</td>
</tr>
<tr>
<td>Strongly Disagree/Disagree</td>
<td>36 (36.4%)</td>
</tr>
</tbody>
</table>

The largest percentage of agreement regarding the content of this question was 42.4% of the total number of participants from National Bank B.

National Bank A: participants from the bank totalled 85 employees and their responses to the question were distributed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree/Agree</td>
<td>29 (34.1%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>25 (29.4%)</td>
</tr>
<tr>
<td>Strongly Disagree/Disagree</td>
<td>31 (36.5%)</td>
</tr>
</tbody>
</table>

For National Bank A, the percentage of those who did not agree with the content of communication training was slightly more than the percentage of those who agreed; where these percentages accounted for 36.5% and 34.1% respectively.

Participants from Foreign Bank A totalled 202 employees with the following distribution of their answers:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree/Agree</td>
<td>90 (44.6%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>53 (26.2%)</td>
</tr>
<tr>
<td>Strongly Disagree/Disagree</td>
<td>59 (29.2%)</td>
</tr>
</tbody>
</table>

The employees at this bank who agreed with the content of the above question formed the highest proportion but it was modest, which means that the proportion of non-agreement (29.2%) in addition to the neutral rate (26.2%) exceeded this amount.

Foreign Bank B was represented by 126 employees who participated in the study and their responses were distributed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree/Agree</td>
<td>38 (30.2%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>37 (29.4%)</td>
</tr>
<tr>
<td>Strongly Disagree/Disagree</td>
<td>51 (40.5%)</td>
</tr>
</tbody>
</table>
It can be seen from the above that there was convergence in the proportion of those who agreed for both National Bank B and Foreign Bank A, amounting to 42.4% and 44.6%, respectively. However, this convergence was not achieved in the proportion of non-agreements, as this rate reached 36.4% for National Bank B and 29.2% for Foreign Bank A, due to the difference in the neutral category.

In spite of this, the highest proportion of non-agreement and the lowest percentage of agreement can be seen for Foreign Bank B, but this resulted in an equal proportion of non-agreement in the national banks: National Bank A (36.5%) and National Bank B (36.5%). This means that the bank variable had a significant impact on employees' attitudes towards training in communication skills.

**Question 25:** “After the training sessions, the trainer accompanies the trainees to the workplace to observe the differences between theoretical and practical applications.”

The banks’ employees’ responses to theoretical and practical training applications were distributed as follows:

**Foreign Bank B:**
- Strongly Agree/Agree: 53 (42.1% of the total for this category)
- Neutral: 20 (15.8%)
- Strongly Disagree/Disagree: 53 (42.1%)

**Foreign Bank A:**
- Strongly Agree/Agree: 131 (64.9% of the total for this category)
- Neutral: 53 (26.2%)
- Strongly Disagree/Disagree: 18 (8.9%)

**National Bank A:**
- Strongly Agree/Agree: 42 (49.4% of the total for this category)
- Neutral: 21 (24.7%)
- Strongly Disagree/Disagree: 22 (25.9%)

**National Bank B:**
- Strongly Agree/Agree: 55 (55.6% of the total for this category)
- Neutral: 24 (24.2%)
- Strongly Disagree/Disagree: 20 (20.2%)
It is noteworthy that the proportion of agreement was equal to the proportion of non-agreement among the participants from Foreign Bank B, although the majority of the participants from Foreign Bank A agreed.

It is true that most of the participants from the four banks agreed as a general trend, but the degree of agreement was low, with the exception of those participants from Foreign Bank A (64.4%) and National Bank B (55.6%). However, in Foreign Bank B, the agreement rate equalled the proportion of non-agreement at 42.1%.

**Question 26:** “The bank uses simulation methods to enable trainees to take the necessary decisions to solve customers’ problems.”

The responses of the participants from each bank were distributed as follows:

**Foreign Bank B:**
- Strongly Agree/Agree: 60 (47.6% of the total for this category)
- Neutral: 22 (17.5%)
- Strongly Disagree/Disagree: 44 (34.9%)

**Foreign Bank A:**
- Strongly Agree/Agree: 126 (62.4% of the total for this category)
- Neutral: 59 (29.2%)
- Strongly Disagree/Disagree: 17 (8.4%)

**National Bank A:**
- Strongly Agree/Agree: 49 (57.6% of the total for this category)
- Neutral: 28 (33%)
- Strongly Disagree/Disagree: 8 (9.4%)

**National Bank B:**
- Strongly Agree/Agree: 56 (56.6% of the total for this category)
- Neutral: 25 (25.2%)
- Strongly Disagree/Disagree: 18 (18.2%)

Here, it can be noted that Foreign Bank A recorded the highest percentage of agreement (62.4%), followed by National Bank A (57.6%). Despite the disparity between the rates of agreement of the four banks, their respondents agreed with the importance of on-the-job
training methods in providing new employees with the use of simulation methods to enable trainees to take the necessary decisions to solve customer problems. In addition, the highest proportion of non-agreement came from Foreign Bank B (34.9%) and the lowest was from Foreign Bank A (8.4%), which was close to the results for National Bank A with 9.4%.

Figure 5.20 is based on employees’ answers to questions 27, 28 and 29 regarding the relationships for respondents’ education level.

![Education Level Relationships with Q27-29](image)

**Figure 5.20: Training development methods and education level relationships with questions 27-29**

**Question 27:** “I think that the bank does not prefer the lecture method because of its high cost, and because it does not meet the purpose of customer relations.”

Those who participated in the sample of Diploma holders totalled 257 employees and totalled 210 employees of Bachelor’s degree holders. Their answers to the question regarding training lectures were distributed as follows:

- **Strongly Agree/Agree:** 114 (44.4% of the total number of)
- **Neutral:** 72 (28%)
- **Strongly Disagree/Disagree:** 71 (27.6%)
Strongly Agree/Agree: 84 (40% of the total for this category)
Neutral: 63 (30%)
Strongly Disagree/Disagree: 63 (30%)

Thus, the largest proportion was of those who agreed with the assumption about the lecture method of training in both Diploma holders and Bachelor’s degree holders.

Master’s degree holders totalled 40 employees and Doctorate holders totalled five employees and their responses to the question above were distributed as follows:

Strongly Agree/Agree: 18 (45% of the total for this category)
Neutral: 10 (25%)
Strongly Disagree/Disagree: 12 (30%)

Strongly Agree/Agree: 3 (60% of the total for this category)
Neutral: 2 (40%)

The Master’s degree category was also in line with the general trend, whereby the highest proportion belonged to respondents who agreed with the content of the item.

From here it can be recognized that the highest proportion within all categories was of those who agreed with item on the training lecture method, while the highest proportion among categories was of Doctorate holders (60%). The highest rate of disagreement was almost equal between the first three categories: Diploma holders = 27.6%; Bachelor’s degree holders = 30%; and Master’s degree holders = 30%. None of the holders of a Doctorate disagreed with question 27. This means that the education level variable did not have a significant impact on the views of members of the sample regarding training using the lecture method.

**Question 28:** “The presentation of a video during the training programme on how to satisfy the customer remains in the mind of the trainee for a long time.”

The education level groups responses to question above pertain training in presentation method were distributed as follows:
Diploma holders:
- Strongly Agree/Agree: 195 (75.8% of the total for this category)
- Neutral: 28 (10.9%)
- Strongly Disagree/Disagree: 34 (13.2%)

Bachelor’s degree:
- Strongly Agree/Agree: 132 (62.9% of the total for this category)
- Neutral: 42 (20%)
- Strongly Disagree/Disagree: 36 (17%)

Master’s degree:
- Strongly Agree/Agree: 18 (45% of the total for this category)
- Neutral: 3 (7.5%)
- Strongly Disagree/Disagree: 19 (47.5%)

Doctorate holders:
- Strongly Agree/Agree: 3 (60% of the total for this category)
- Neutral: 0
- Strongly Disagree/Disagree: 2 (40%)

This analysis demonstrates that the highest proportion of agreement was in the category of Diploma holders (75.8%) followed by Bachelor holders (62.9%), which meant that there was a kind of consensus between these two categories regarding the content of question 28. The researcher believes that this consensus resulted from the convergence of the members of these two categories in age: for example, young people usually prefer to watch a video instead of listening to a lecture. The highest rate of disagreement came from the category of Master’s degree holders (47.5%).

**Question 29: “The bank sends supervisors on intensive training courses to find out the latest developments in public relations.”**

Diploma holders’ responses to the question were distributed as follows:
- Strongly Agree/Agree: 147 (57.2% of the total for this category)
- Neutral: 70 (27.2%)
- Strongly Disagree/Disagree: 40 (15.6%)

Bachelor’s degree holders’ responses to question 29 were distributed as follows:
- Strongly Agree/Agree: 122 (58.1% of the total for this category)
Neutral: 42 (20%)
Strongly Disagree/Disagree: 46 (21.9%)

Master’s degree holders’ responses to question 29 were distributed as follows:

Strongly Agree/Agree: 16 (40% of the total for this category)
Neutral: 5 (12.5%)
Strongly Disagree/Disagree: 19 (47.5%)

Doctorate holders’ responses to question 29 were distributed as follows:

Strongly Agree/Agree: 2 (40% of the total for this category)
Neutral: 2 (40%)
Strongly Disagree/Disagree: 1 (20%)

The highest agreement rate for the content of this question was in the category of holders of Bachelor's degrees (58.1%), followed by Diploma holders (57.2%). There was complete similarity in the agreement rate of both Master’s degrees and Doctorate holders (40%), while the highest rate of disagreement was in the category of Master’s degree holders.

5.6 ANALYSIS OF THE VARIANCE (ANOVA) AND T-TEST OF THE RELATION BETWEEN THE DEMOGRAPHIC FACTORS AND STUDY VARIABLES

ANOVA analysis aims to determine the extent of the importance of each variable according to its interaction with the other variables (Sebastian et al., 1999). There are several types of ANOVA, such as one-way or single-factor ANOVA and two-way ANOVA, although each type depends on the set of the study variables, such as whether they are independent or dependent factors (Keppel & Wickens, 2004; Montgomery, 2005). In order to build comprehensive expectations of the different perspectives due to the degree of importance of such variables in comparison with the others, the researcher applied techniques which encompassed single-factor ANOVA and the t-test. The prevalent t-test is the same functional technique as ANOVA and measures the significance of the different means between two samples based on significance value, while the ANOVA measurement is based on the F-ratio, which represents the significance value (Cohen, 1994; Jeng, 2006).

This analysis gave conclusive justification for reasons of focus of the responses in a particular group. Moreover, it explains the differences in the responses which arose due to the presence of a particular variable, linked by the divergent views.
In this study, the analysis of the nationality factor showed that there were significant differences between Saudi and non-Saudi participants in their views concerning recruitment strategy and methods; however, for the training methods, the nationality factor did not produce any differences between the participants’ responses. The rest of the demographic factors generated significant differences towards the study variables.

### 5.6.1 T-test Analysis of the Study Variables and Nationality Factor

Table 5.13 shows that recruiting strategy (performance and behaviour) the F-value equals 0.759, with a significance level of 0.001 ($\alpha \leq 0.05$) and 3.453 for methods for recruiting and hiring employees, with a significance level of 0.000 ($\alpha \leq 0.05$), which means that there is statistically significant difference in the perceptions of recruiting strategy (performance and behaviour) and methods for recruiting and hiring employees between Saudis and non-Saudis. The mean differences were in favour of the Saudis compared with non-Saudis because the estimated marginal mean of the Saudis was higher than the estimated marginal mean of the non-Saudis, as the table shows.

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Levene's Test f Equality of Variances</th>
<th>t-test for Equality of Means</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
<td>t</td>
</tr>
<tr>
<td>Recruiting Strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal variances assumed</td>
<td>.759</td>
<td>.384</td>
<td>3.496</td>
</tr>
<tr>
<td>Equal variances not assumed</td>
<td>3.617</td>
<td>171.77</td>
<td>.000</td>
</tr>
<tr>
<td>Methods for recruiting</td>
<td>3.453</td>
<td>.064</td>
<td>4.228</td>
</tr>
<tr>
<td>Equal variances assumed</td>
<td>4.862</td>
<td>203.20</td>
<td>.000</td>
</tr>
<tr>
<td>Equal variances not assumed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methods of Training and Employee</td>
<td>.271</td>
<td>.603</td>
<td>1.273</td>
</tr>
<tr>
<td>Development</td>
<td>1.281</td>
<td>165.35</td>
<td>.202</td>
</tr>
</tbody>
</table>

The presence of such differences was considered normal for two reasons. The first is linked to the number of Saudi employees (406; 79.3%) in the sample compared with the number
of non-Saudis (106; 20.7%). This led to a high level of coherence in the responses of participants within the category of Saudi employees compared with the category of non-Saudis.

The second reason is that Saudi employees are recruited in various ways which are consistent with the Saudi Government policy which aims at Saudization, such as employee referrals and coordination with the universities. However, non-Saudis are recruited either by employment agencies or by personal recruitment, as shown in question 20, where the number of those who did not agree as to the inefficiency of the personal recruitment method equalled the number of non-Saudi employees.

Table 5.13 shows that training and employee development variance are assumed to equal 1.273 with a significance level of 0.203.001 (α ≤ 0.05), which means that there was no significant difference in perceptions of training and employee development issues between Saudis and non-Saudis. This is because the methods for the training and development of employees, especially in the banking industry, had no relationship to the nationality of the trainee.

5.6.2 ANOVA Analysis of the Study Variables and Age Factor

In order to examine whether there is a significant difference between these means, the researcher used ANOVA and the results are presented as follows.

Table 4.14 below shows an F-value of 11.766 for recruiting strategy (performance and behaviour), while the value for methods of recruiting and hiring employees is 11.109, and 6.010 for training and employee development. This means that the F-ratios are greater than the critical values at a significance level of 0.000 (α ≤ 0.05), which means that there was a statistically significant difference in responses between different age groups.
Table 5.14: The results of the ANOVA regarding the significant difference in the means between the variables and the age factor

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruiting Strategy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Performance &amp; Behaviour)</td>
<td>38.800</td>
<td>5</td>
<td>7.760</td>
<td>11.766</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>333.712</td>
<td>506</td>
<td>.660</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>372.511</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Methods for recruiting and hiring employees</strong></td>
<td>27.417</td>
<td>5</td>
<td>5.483</td>
<td>11.109</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>249.756</td>
<td>506</td>
<td>.494</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>277.173</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training and Employee Development</strong></td>
<td>21.537</td>
<td>5</td>
<td>4.307</td>
<td>6.010</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>362.661</td>
<td>506</td>
<td>.717</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>384.198</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For the purpose of establishing if there was a statistically significant difference between the views of participants about the variables of the study (recruitment strategy, recruitment methods, and methods of employee training and development) resulting from the age variable, the researcher divided the participants into two categories: younger (25-39 years of age) and older (40-55 years of age). Regardless of the large discrepancy between the number of participants within each category (476 and 36, respectively), however, we found a consensus between the views of the older participants towards the questions related to the variables of the study. The evidence of this, based on the cross tabulation technique of age with recruitment strategy, is that the views of the younger employees were found to be more compatible than the views of older participants. For example, the question regarding the use of internal sources in recruiting employees and applying the employee referral method means, for younger employees, a chance to reach higher positions, which strongly implies a general preference in the category of younger employees for this strategy and this method.

5.6.3 ANOVA Analysis of the Study Variables and Department Factor

Table 5.15 shows that for department, F-values were 10.180 for recruiting strategy (performance and behaviour), 5.694 for methods for recruiting and hiring employees, and 6.457 for training and employee development. These values were all related to a significance level of 0.000 ($\alpha \leq 0.05$), which means that there was a statistically significant difference in members’ responses related to their departments.
Table 5.15: The results of the ANOVA of the significant difference in the means between the variables and the department factor

<table>
<thead>
<tr>
<th>Recruiting Strategy (performance &amp; Behaviour)</th>
<th>Between Groups</th>
<th>Within Groups</th>
<th>Total</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methods for recruiting and hiring employees</td>
<td>Between Groups</td>
<td>17.564</td>
<td>6</td>
<td>40.194</td>
<td>6</td>
<td>6.699</td>
<td>10.180</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>259.609</td>
<td>505</td>
<td>332.317</td>
<td>505</td>
<td>.658</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>277.173</td>
<td>511</td>
<td>372.511</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and Employee Development</td>
<td>Between Groups</td>
<td>27.374</td>
<td>6</td>
<td>17.564</td>
<td>6</td>
<td>2.927</td>
<td>5.694</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>356.824</td>
<td>505</td>
<td>194.564</td>
<td>505</td>
<td>.514</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>384.198</td>
<td>511</td>
<td>27.374</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study sample included employees who worked in different departments within each bank, such as Administration, Marketing, Human Resources, Finance, Funds and Operations, Customer Services, and Computer and Information Systems. Therefore, it was likely that there would be different views regarding the concepts of HR activities, especially in recruitment strategies and methods, and the training courses provided by the bank to employees in order to increase their effectiveness in providing the best service to the bank’s customers. An employee who works in a Customer Services department, for example, is more likely to believe that the way in which he/she was trained is one of the best training methods. In addition, employees who work in the Banking Operations department of a bank will tend to believe that a bank employee should hold a university degree in Finance and Banking. This has led to the emergence of statistically significant differences between the responses of the sample members.

5.6.4 ANOVA Analysis of the Study Variables and Educational Level Factor

Table 5.16 shows that for education level, the F-value was 15.176 for recruiting strategy (performance and behaviour), 19.488 for methods for recruiting and hiring employees, and 8.645 for training and employee development. These values were all related to a significance level of 0.000 (α ≤ 0.05), which means that there was a statistically significant difference in responses related to the education level of respondents.
Table 5.16: The results of the ANOVA of the significant difference between the means in the variables and the educational level factor

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiting Strategy (performance &amp; Behaviour)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>30.639</td>
<td>3</td>
<td>10.213</td>
<td>15.176</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>341.872</td>
<td>508</td>
<td>.673</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>372.511</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methods for recruiting and hiring employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>28.607</td>
<td>3</td>
<td>9.536</td>
<td>19.488</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>248.567</td>
<td>508</td>
<td>.489</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>277.173</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and Employee Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>18.662</td>
<td>3</td>
<td>6.221</td>
<td>8.645</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>365.536</td>
<td>508</td>
<td>.720</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>384.198</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The sample of this study comprised four educational levels: Diploma, Bachelors, Masters, and Doctorate. This disparity in education level led to a significant difference in the responses of the sample members from one category to another regarding the questions for the three variables of the study, in addition to the emergence of other differences within each group. It was not reasonable to expect that the answer of an employee who held a Doctorate regarding the best method of recruitment would be compatible with the response of an employee who held a Diploma, for example.

5.6.5 ANOVA Analysis of the Study Variables and Bank Factor

Table 5.17 shows for the banks that the F-value was 9.644 for recruiting strategy (performance and behaviour), 11.838 for methods for recruiting and hiring employees, and 15.096 for training and employee development. These values were related to a significance level of 0.000 ($\alpha \leq 0.05$), which means that there was a statistically significant difference in responses between employees from different banks.
The sample population consisted of staff from four banks operating in the Kingdom of Saudi Arabia: two local banks and two foreign banks. This led to the emergence of statistically significant differences. This can be illustrated by looking, for example, at the employees’ answers to question 14, which related to the use of employment agencies as a method of employee recruitment. The banks’ relationships figure (see Figure 5.16) tells us that the use of the method of recruitment through employment agencies is most likely to be used by the national Saudi banks but less likely to be used by foreign banks.

### 5.6.6 ANOVA Analysis of the Study Variables and Experience Factor

Table 5.18 shows that for experience, the F-value is 3.514 for recruiting strategy (performance and behaviour), 2.429 for methods for recruiting and hiring employees, and 7.586 for training and employee development. The latter value was related to a significance level of 0.000 ($\alpha \leq 0.05$), which means that there were statistically significant differences in responses related to the experience of members of the sample related to recruitment strategy, training and development. and there no significant difference in response of the sample with recruitment method.

<table>
<thead>
<tr>
<th>Recruiting Strategy (performance &amp; Behaviour)</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>20.072</td>
<td>3</td>
<td>6.691</td>
<td>9.644</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>352.439</td>
<td>508</td>
<td>.694</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>372.511</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Methods for recruiting and hiring employees</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>18.110</td>
<td>3</td>
<td>6.037</td>
<td>11.838</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>259.063</td>
<td>508</td>
<td>.510</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>277.173</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and Employee Development</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>31.448</td>
<td>3</td>
<td>10.483</td>
<td>15.096</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>352.750</td>
<td>508</td>
<td>.694</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>384.198</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The variable regarding the number of years of experience had a close relationship with the age variable and, since the age variable had a significant impact on the attitudes of employees in their responses to the questions for the three parts of the study, it was natural that there would be significant differences resulting from the experience variable.

### 5.7 SUMMARY

This chapter has presented a statistical analysis of the quantitative data on employees’ demographic characteristics and their responses regarding human resource strategy, recruitment, and employee training and development.

The first part of this chapter included the distribution of sample members according to their demographic characteristics. Cross-tabulation analysis was used to explain the impact of demographic factors on the responses of the respondents. It was found that there was a significant impact of the factors under study (age, experience, gender, nationality, education level, job site, marital status, and the bank which employs the respondent) on the difference in the responses of the members of the sample; the answers of the older employees, for example, were different from the answers from those of younger respondents.

The discussion then turned to analysing the questions of the questionnaire in order to measure the degree of agreement and disagreement with each of the questions in each
variable of the study, in order to rank recruitment methods and training methods according to their importance from the viewpoint of the members of the sample. These members were of the opinion that recruitment through universities is the best method of recruitment and that video training is the best method of training.

In order to confirm the relation between the demographic variables and the questionnaire questions, the researcher noted the necessary of using ANOVA and t-test to see the significant relation between variables and to enhance the other analysis techniques that were applied. The next chapter will discuss the quantitative findings reported in this chapter.
CHAPTER SIX: QUANTITATIVE DISCUSSION

6.1 INTRODUCTION

The purpose of this chapter is to discuss the results of the statistical analysis which was conducted on data collected via a questionnaire from 512 respondents. In order to facilitate the processes of analysis and discussion, the researcher realized in advance the need to divide the analysis into three parts: recruitment strategy, recruitment methods and employee training and development methods as the variables used in the pursuit of these findings, in order to test the role of each component of each variable in achieving employee effectiveness in Saudi banks.

The term “variables” refers to factors that are prone to variation in the results in different categories, levels or values (Vogt & Johnson, 2011). The reason for this difference is due to many factors, personal (environmental, temporal, spatial and cultural) and others that affect the view of people with regard to a particular phenomenon governed by these variables. For example, each method for the recruitment of staff was evaluated on the basis of the proportion of the members of the sample who agreed with the effectiveness of that method in achieving employee effectiveness in terms of behaviour and performance; the same procedure has been followed in the evaluation of recruitment strategies and training methods. Added to this, the research literature houses a number of studies and pieces of research which support these findings.

This survey was conducted on employees of banks in the Kingdom of Saudi Arabia to establish their views on the best methods of recruitment and training to achieve employee effectiveness in terms of their skills and behaviour when providing banking services to bank customers. Moreover, since the researcher believes that the personal characteristics of the respondents, the national culture prevailing in Saudi society, and the policies of the Saudi government to regulate the labour market will have a significant impact on the distribution of the sample according to demographic attributes and the responses to questions in the questionnaire, several demographic characteristics were investigated, which will be discussed in the next section.
The main findings of each variable of this thesis represent the participants’ opinions about the strategy of recruitment used by Saudi banks, where they agreed that a strategy based on using both internal and external sources of recruitment was the method most likely used by Saudi banks. For the second variable (recruitment methods), the findings from the discussion indicated that recruitment through universities, especially of new graduates, is the best method of employee recruitment from the perspective of the Saudi banks. For the training and development methods variable, the employees of the Saudi banks believed that simulation-based training using video technology is the most effective method in achieving employee effectiveness.

6.2 EMPLOYEES’ CHARACTERISTICS AND CULTURE

6.2.1 Saudi Culture

Among the 512 respondents, the results of the data analysis showed that the proportion of males was 88.9% versus 11.1% for females. This large discrepancy is due to the culture of Saudi society, whereby Saudi families forbid women to work in institutions that combine men and women or, called by some, “mixing between the sexes”. Thus, it is found that the proportion of women working in banks is very low because of the preference of Saudi families for women to work in health, education and social care (Metcalf, 2011).

Some researchers believe that Islam is the reason for the low number of women working in Saudi Arabia (Kuran, 2004 cited in Budhwar & Mellahi, 2007). However, Islam does not prevent polite mingling between the sexes. The evidence for this is that many Muslim women in the time of the Prophet Muhammad, Peace be Upon Him, and at the time of the Caliphs, accompanied the Islamic armies in wartime and the Islamic conquests in order to nurse the wounded.

The researcher believes, along with others (Metcalf, 2010), that what is happening in some Muslim countries, including Saudi Arabia, is just the engagement of the customs and tribal traditions in the teachings of the Islamic religion (Ali & Al-Owaihan, 2008). However, the national culture that affects Saudi society has impacted negatively on the composition of the labour market and especially on the participation of Saudi women. Recent statistics show that the percentage of unemployment among Saudi women is more than 26.9%, four
times the level of unemployment among males (Al-Munajjed, 2010). This is due to the Saudi culture encouraging marriage for women at an early age so that they can stay in the marital home (Ramadan, 2009 cited in Metcalfe, 2011).

With regard to Saudi culture and its influence on marital status, the divorce rate was very low among the members of the sample of this study, while the largest proportion of members of the sample was Saudi, as mentioned earlier. If we set aside the issue of community and culture temporarily, the marital status of the individuals is governed by other factors, such as age, a degree of awareness associated with educational level, financial ability and others. The official statistics point to an increase in the divorce rate in the Kingdom from 19% in 1422 AH (AD 2001) to 35% in 1428 AH (AD 2007) (Mahdi, 2008). In this regard, some studies have indicated that the high divorce rates in Saudi Arabia are due to four reasons: age differences between couples, family interference, traditional ways of marriage (where the couple do not know each other before marriage), and the lack of financial security (Al-Khateeb, 1993).

The findings of the analysis of the demographic factors for the sample of this study present a completely different picture from what has been cited in the literature. The findings for this study indicated that single respondents amounted to 42% and the proportion of those who were married was 57%, while the percentage of those who were divorced did not exceed 1.6%. Since relationships showed that the vast majority of participants were Saudis (79.3%) and most members of the sample were young (85%), this contradicts previous claims that early marriage is one of the reasons for the increased divorce rate in Saudi Arabia, especially as the results indicated that the younger participants were still single; moreover, the youngest participants (aged 25-29 years old) were Saudi and amounted to 54%. In this, there is a clear indication that the age factor is not a strong reason for the increase in the divorce rate in Saudi Arabia, especially among bank employees, whom the researcher finds have characteristics distinguishing them from other segments of society.

The literature also indicated that family interference and the lack of financial security are among the causes of the increased divorce rate in Saudi Arabia, but the results indicated that all the Saudi employees were educated, where the percentage of Diploma holders, and holders of a BA amongst the Saudis reached 82%. In the view of the researcher, an
educated person may be better able to reconcile the requirements of his/her family and the requirements of his/her wife or husband, which reduces family intervention in their marriage. In addition, he or she will be fully aware that the Qur’an states that God hates divorce (Bin Baz, 1970). It is also more likely that educated people tend to marry later, adopting a non-traditional approach, such as getting to know the bride first.

In addition, the employees of banks in general, and in Saudi Arabia in particular, are respected and receive financial benefits, the average annual pay for bank employees in Saudi Arabia ranging from SAR 191-380,000, equivalent to USD 4,600-8,000 monthly (Arqaam, 2009). Moreover, Napier Scott Search Ltd found in a survey that Saudi Arabia is an exception to the trend of a 10% drop in salaries in the Middle East. Finance managers earn on average GBP 1,000 plus bonuses. This is undisputable evidence of the stability of the financial status of employees, which would be conducive to a steady marriage life, so the low divorce rate among the employees of banks could be partly due to the solid financial status of the family\(^6\) (MEED, 2009).

6.2.2 Saudization Policy

As one of the major oil-producing countries in the world, Saudi Arabia is expected to have a degree of diversity in employment in terms of nationality prevailing in the labour market, especially after the Kingdom's accession to the WTO in 2005 (Mellahi, 2007) and the entry of many international and multinational companies to the Saudi market. As for the banking sector in Saudi Arabia, which is the subject of this research, this includes 13 Saudi banks and eight branches of foreign banks (Federal Research Division, 2006), which suggests the need for a significant proportion of foreign workers in the Saudi banking sector. This is especially so, as a number of researchers have suggested that private sector organisations in Saudi Arabia have taken a stand against the Saudi Government’s efforts for the localization of jobs through the application of a policy of Saudization, believing that Saudi employees are less productive and less loyal when compared to foreign employees (Looney, 2004 cited in Iqbal, 2010).

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\(^6\) *MEED*: Database project (Middle East Business Intelligence) which has been operating since 1957, providing and tracking databases for many disciplines in the Middle East, such as the banking market.
Although private sector organisations might not be convinced by the policy of Saudization, its application in the banking sector has achieved great success; the Chairman of National Bank A stated that the percentage of Saudi employees in the bank had reached 88% (Alriyadh Newspaper, 2011), and the proportion of Saudi employees in the banking sector in general is more than 85% (Al-Kess, 2010). This trend by Saudi banks can be understood as a response to the Saudi Government’s policy to reduce the number of non-nationals in the workforce. The findings that were reached through the analysis of this study's sample supported what was stated in the literature about Saudization and its impacts on the labour market, as the analysis revealed that the proportion of Saudi respondents amounted to 79.3% and 20.7% for non-Saudis.

Mellahi (2007) and others argue that the Saudi national banks could be forced to employ Saudis in order to satisfy the government in implementing the policy of Saudization, but the researcher deliberately chose the sample of the study to include employees in two Saudi banks and two foreign banks. Banks' relationships (Figure 5.4) showed that a significant percentage of the sample members were Saudis employed in the four banks, regardless of the bank's nationality. The percentages for each bank were as follows: National Bank A: Saudi 78%, Non-Saudi 22%; National Bank B: Saudi 79%, Non-Saudi 21%; Foreign Bank B: Saudi 90%, Non-Saudi 10%; and Foreign Bank A: Saudi 74%, Non-Saudi 26%.

One of the hardest challenges facing the Saudi Government is to create jobs for new graduates, who are often young, in order to speed up the implementation of the Saudization programme, which has led to the private sector becoming the focus of the government (Allen, 2000 cited in Mellahi, 2007). This was evident in the composition of the sample in terms of age, where the frequency was the highest for the category of young people, as people aged 25-34 amounted to 85% of the total members of the sample. Relationships indicated that the percentage of Saudis in this age group was 71%. This is proof that the Saudization policy adopted by the Saudi Government has affected the workforce in Saudi banks and the labour market in general.

6.2.3 Barriers to an Education Renaissance

The distribution of the sample according to education level showed that the vast majority of the participants were holders of a Diploma or a BSc degree; the percentages for each of the
educational levels were as follows: Diploma holders 50%, BSc holders 41%, Master’s degree holders 7%, and Doctorate holders 2%. Relationships with variables enable some of the barriers facing the education renaissance in Saudi Arabia to be deduced. Firstly, the educational relationships chart (5.3) shows that the percentages of diploma holders and BSc holders amongst the Saudi employees who participated in the sample were 56% and 37% respectively, while the Master’s degree holders and Doctorate holders formed 5% and 1% respectively. Secondly, by looking at the chart for gender and nationality, it can be seen that the proportion of Saudi females did not exceed 10% of the Saudi participants, and they were all holders of a Diploma or a Bachelor’s degree only.

The above results gave a clear indication that there are obstacles to educational advancement in the Kingdom of Saudi Arabia, some of which are attributed to the culture of Saudi society and some to the educational environment and the laws that have contributed to creating this environment. In this regard, the researcher agrees with many of the researchers who are interested in Saudi Arabia that the government is sparing no effort in order to develop the human and intellectual capital within Saudi society (Mina, 2007). In order to develop its human capital, the government of Saudi Arabia has chosen to focus on education for development. Therefore, King Fahd University of Petroleum and Minerals includes a business school under the name of the College of Industrial Management (CIM) and, since 1976, the college has offered a Bachelor of Science degree in Industrial Management and a Master of Business Administration programme. The college performs its role through several disciplines, such as Accounting, MIS, Finance Management, and Marketing (Sohail & Shaikh, 2004).

The Saudi Government provides precious education opportunities for both sexes through free education, including books and health services, and the allocation of not less than 25% of the annual state budget for the benefit of education and vocational training (Ministry of Education, 2011). However, some government policies, such as Saudization, have had a role in increasing the percentage of Saudi employees who are Diploma holders and the low percentage of holders of post graduate degrees (Royal Order No. A/121, 1432 AH/AD 2011). This is consistent with what has been reported by Mellahi (2007), in that the challenge facing the Saudi Government is to create employment opportunities for the rising
number of Saudi graduates of a young age. Logic suggests that given the young graduates' age, most of them will be Diploma holders, or at most BSc holders (Mellahi, 2007).

As for Saudi women, some researchers have attributed the weak interest in their education to factors relating to the teachings of the Islamic religion, either from ignorance of its teachings or a deliberate distortion of its views. Whatever the points of view expressed in this regard, the researcher agrees with Hamdan’s (2005) responses. Her study aimed to address the distortion and misinterpretation of the teachings of the Islamic religion. In the Hadith of the Prophet Muhammad, it is said: "Seek knowledge even in China", and he did not direct his talk to men without women. The dominant culture in Saudi Arabia has put restrictions on women's education; therefore, there are only a small number of women with Higher education, fit to work in banks because, as mentioned earlier, Saudis prefer to marry girls off at an early age, whether they are being employed in an educational job or as a housewives, so the competence to be in a high-level job with high qualifications is less of an ambition (Metcalf, 2011).

6.2.4 Employee Vocational Status

As a first step towards recruiting job seekers, the human resource management part of a business organisation carries out an analysis in order to establish the suitability, qualifications and experience held by the prospective employees. Therefore, it is not surprising that the specialisation of the job seeker plays an important role in determining the vocational status of the employee, that is, in which department of the organisation this employee will work.

In this research, of the sample of 512 employees questioned, their vocational status was distributed as follows: 32% worked in administrative departments, 18% in marketing, 8% in HRD, 9% in finance, 13% in funds and operations, 13% in customer service, and 7% in computer and information systems. Banks often try to attract the appropriate disciplines to the banking business, so a specialisation is one of the basic determinants of the vocational status of a bank employee, in addition to the nature of the vacancy (Binter & Brown, 2006). It must be said in this regard that the selection of a specialisation by students who enter university to study is one of the critical paths, especially in developing countries, and several factors are involved in influencing the student in this area. Proof of this is provided
by a survey conducted by the student pool at Community of King Saud University (CKSU) in Saudi Arabia 1432 AH (AD 2011). This pool is an electronic forum, launched under the auspices of the University President, Dr Abdullah Bin Abdul Rahman Al-Othman. The results of the questionnaire indicate the most common factors that determine the specialisation chosen by a student. It was found that 19.44% of the respondents (361) chose their specialisation based on labour market needs; 14.44% according to their cumulative average in high school; 11.67% by random selection; 7.22% according to the desire of the family; 6.67% by copying a friend, and so on. Therefore, the current researcher believes that there are both economic and cultural factors which influence students’ decisions in the selection of their specialisation (King Saud University Students Forum, 2011).

It can be mentioned that 34% of the Saudi respondents worked in the administrative departments in the banks, while 25% of the non-Saudi respondents worked in these departments. The nature of the banking business requires employees to work in similar disciplines, such as finance, but the department relationships shows that this department has the lowest proportion among Saudi employees (7%), while this amounted to 16% among non-Saudis. For the IT section, it was found that the percentage of Saudis who worked in this department was 6%, compared with 8% for non-Saudi employees. This may be due to the nature of the banking business in relying on programs to operate the electronic banking services, which means they do not need to hire large numbers of employees in these departments.

6.2.5 Status of Employees’ Experience

First, it should be recognized that experience is not measured by the number of years, because decision makers with long experience may suffer a kind of vanity, making them dependent on intellectual intuition which may cause them to take decisions that are not correct (Shepherd et al., 2003). Since the nature of banking requires accuracy and speed in decision making, those who make incorrect decisions do not have a place in the banking world, especially as decisions in banks affect customers’ funds and their economic interests. Another reason for this phenomenon is the adopted policy of Saudization, which requires the provision of 50,000 jobs in the public and private sectors for new graduates annually (Al-Dosary et al., 2005). There is also another important reason for the low proportion of employees with long experience as measured in time, as this means that these
people are older; as stated in the literature, the greater the employee's age, the less challenging the career (Al-Omari & Al-Fa’uri, 2002).

For these reasons and others, the findings related to the experience factor, as one of the demographic factors of this study, indicated that the greater the number of years of experience, the lower the number of employees who participated in the sample. The relationships for the experience variable showed that the percentage of participants who had 1-9 years of experience amounted to 76% of the total sample. Moreover, they showed the impact of the nationality of the employee on the number of years of experience; the proportion of Saudi employees who had no more than nine years’ experience amounted to 80%, while this proportion for non-Saudis amounted to 62%. The participants who had over 10 years of experience did not make up more than 24% of the total sample; the percentage of Saudi employees in this category was only 20%, and the proportion of non-Saudis was 38%. There is no doubt that this analysis supports the explanations stated in the literature as reviewed earlier.

6.2.6 Preference of Workplace

The history of banking in the Kingdom of Saudi Arabia dates back to the early 20th century, when the Dutch Trading Company started to provide banking services to the pilgrims from East India, in addition to performing central bank functions in terms of keeping the gold reserves of the Kingdom and monitoring the work of exchangers (Al-Khafrah, 2010). This situation continued until the establishment of the Saudi Arabia Monetary Agency (SAMA) on 20 April 1952, in order to govern and regulate the money supply and the banking sector in the Kingdom.

Currently, the banking system in Saudi Arabia is one of the most profitable sectors, and includes 13 Saudi-owned banks and eight branches of foreign banks (Federal Research Division, 2006). The National Commercial Bank (National Bank A), which was founded in 1953, is now the largest bank in the Kingdom. Although its capital did not exceed USD 8,000 when it was established, it is now one of the largest Arab banks, with total assets exceeding SAR 263.3 billion and operating according to Islamic Sharia law.
Saudi banks now provide banking products and services to customers around the world at the highest level, and through advanced methods that meet their customers’ needs. This has required the banks to expand the branch networks, as well as the network of electronic banking services. By the end of the second quarter of 2010, there were 1,561 branches and 10,462 ATMs, in addition to 65,775 point-of-sale devices (Hafez, 2010).

Participants in this study were drawn from two national banks (National Bank A and National Bank B) and two foreign banks (Foreign Bank A and Foreign Bank B). The proportion of respondents working in the national banks amounted to 36%, while 64% worked in foreign banks. By looking at the banks relationships chart (see 5.4) according to the bank that employs the personnel, it was found that the proportion of Saudis who worked in the foreign banks amounted to 65%, while the proportion of those who worked in the national banks amounted to 35%. However, for the non-Saudis, the proportion of respondents who worked in the foreign banks amounted to 62%, with 38% working in the local banks. The researcher believes that these findings are an outcome of implementing the policy of Saudization, where foreign banks are interested in applying this policy in order to maintain their survival in a market as attractive as the Saudi one.

### 6.2.7 Bank Employees’ Characteristics

Through the findings that emerged from analysing the demographic factors of the study, it can be concluded that some of the characteristics of the sample members could be understood as a reflection of the banks’ efforts to achieve employee effectiveness.

One of the main findings in this regard was that the vast majority of the respondents were males (88.9% of the sample total). Saudi culture does not allow communication between Saudi women and men who are strangers to them, so bank customers will feel more comfortable when dealing with a man rather than a woman and vice versa if the customer is a woman, because they can enter into an in-depth discussion with an employee of the same sex without any criticism. Saudi culture does not permit more than a mere exchange of greetings between women and men who are not known to them, and this would cause inconvenience from the culture angle if the discussion between a female bank employee and a male customer were to last a long time. Therefore, there are banks in Saudi Arabia which are reserved for women only, despite the fact that some writers argue that Saudi
women can deal with any bank they like (McKenna, 2009). Hence, it can be seen that the banks in the Kingdom of Saudi Arabia are serious about overcoming the constraints imposed by community and culture in order to achieve a more effective performance.

By reviewing the results of the analysis of the data regarding the demographic characteristics of the members of the sample, it was found that the majority of the staff of the participating banks came from the category of young people, who formed 85% of the total sample. The impact of a supervisor or manager on the behaviour of those of a young age is much greater than that on those who are older, as clearly seen in the results of the investigation by Jong and Ruyter (2004) on a sample of bank employees and customers, to develop a conceptual model of adoptive versus proactive recovery behaviour by self-managing teams. Employees of a young age (less than 31 years old) amounted to 54% of the sample. The results showed that being young had a strong effect on adaptive behaviour, which generates advanced methods of provide banking services to customers.

Nationality can also play a role in achieving effectiveness because Saudi customers need to be understood. Thus, when dealing with Saudi employees, Saudi customers will feel that their message has been understood correctly and most likely, similarly, non-Saudi customers will tend to be more comfortable dealing with their own nationality and main reason for this is the language issue. Therefore, we can say that Saudi banks focus on hiring employees from amongst the Saudi population, as the number of Saudi employees in the four banks amounted to 79.3%.

6.3 RECRUITMENT STRATEGY

6.3.1 Recruitment Strategy Implementation

It is widely argued that business organisations are open systems influenced and affected by the environment in which they operate (Huselid & Becker, 2011). Organisations, when seeking to recruit the best skills, experience and talent, try to use one or more strategy to gain what they want from the labour market, and this commitment to the recruitment process influences (Olitzky, 2007) how they adapt the job design (Becker & Huselid, 2010). The national culture also plays a significant role in the choosing of a recruitment strategy. It can sometimes be observed in the structuring of the ideologies of some jobs,
even in developed countries, that the behaviour and competences required to occupy a job are merely an interpretation of a male-dominated culture (Evans et al., 2007). In addition to this, the impact of economic factors, such as the supply and demand conditions prevailing in the labour market are a factor. These effects, and others, have posed a great challenge for the managers of human resource departments in organisations (Becker & Huselid, 2006). This challenge worsens when legal, cultural, economic and social restrictions are imposed on the labour market, so that it becomes required of HRM to search for a strategy that will add value to the organisation through its human capital (Ramlall, 2002; Test, 2003).

Today's organisations need to design strategies to recruit employees to help them overcome the constraints mentioned earlier (Becker & Huselid, 2010). Cascio (2003) reports that the reductions in the labour pool have given recruitment the highest organisational attention, while other researchers indicate that the absence of an equilibrium between supply and demand with regard to qualified employees has led to an increase in the importance of recruitment strategies (Thompson & Aspinwall, 2009). However, contemporary studies indicate that this may only apply to certain professions, such as nursing, brokerage in the financial markets, banking, certified public accountants, and education (Alhusary et al., 2006).

These and other challenges force organisations to change their concepts of the recruitment process. It is no longer sufficient simply to announce a job vacancy in the newspaper and wait for the arrival of job applications to choose the lucky applicants, or accept candidates who are imposed on the organisation through nepotism and cronyism (Sullivan & Nadgrodkiewicz, 2008). The modern concept looks at the recruitment process as an organisational strategy and includes those practices and activities aimed at employing the best candidates in terms of the highest behaviours and the most appropriate competences (Breaugh, 2008).

In the current study, the results of the data analysis showed that the strategy most likely to be used in Saudi banks is that based on internal recruitment, as the proportion of those who agree with this reached 64% of the total members of the sample. This means that 64% of the respondents believed that the use of an internal recruitment strategy provided employees who are able to meet the needs of the bank’s customers. It can also be seen that
the Saudi banks use a strategy of recruitment from external sources, as the answers to banks recruiting strategy for high performance applicant through rival bank showed that the percentage of those who agreed that the participating banks in the sample were recruiting employees with outstanding talent from rival banks amounted to 57.4%.

Another important result shown by analysing the answers of using external source strategy such as best university graduates was that 52.9% of the respondents believed that Saudi banks adopt a strategy of hiring new graduates because they are best able to achieve competitive advantage, as mentioned in the previous section of this chapter regarding the analysis of the demographic factors. However, from the perspective of the researcher and others (Al-Asmari, 2008), the employment of new graduates cannot be considered a strategy specific to Saudi banks, but a national strategy consistent with the policy of Saudization. Looking at the relationships between employee age and recruitment strategy variables, it was found that of those who agreed with the strategy of recruiting best graduated support the competitive advantage, 56% were young people and 44% older participants, which supports the finding that Saudi banks are using multiple strategies to recruit employees.

Relationships of the number of years of experience with recruitment strategy support this finding, as the highest proportion of those who agreed with the internal recruitment sources strategy was of employees who held 1-9 years of experience of (67%). Meanwhile, the proportion of those who agreed with internal recruitment sources strategy had long experience (20-over 30 years) with 42.4%, which means that the Saudi banks tend to use an internal recruitment strategy, which provides employees who are able to respond to the needs of the customers. This supports the findings reached when analysing the impact of demographic factors on the opinions of the participants, which indicated that the least experienced in terms of the number of years belonged to the category of young people, and that these were the most likely to acquire adaptive behaviour compared with the older participants. There is also compelling evidence that Saudi banks are using multiple strategies to recruit employees, in that questionnaire questions one and two relate to an external recruitment strategy, and the proportion of those who agreed from the category of those with a few years of experience amounted to 62.6% and 59.1% respectively.
The evidence for the validity of this result lies in the answers to “Recruitment strategy in the bank is based on the diversification of recruitment methods and sources to get the best staff in terms of performance and behaviour”, as 53% of the total members of the sample agreed, while those who did not agree accounted for only 26%. If the neutral responses, which amounted to 21%, are excluded, the proportion of those who agreed becomes 68%; 32% for those who did not agree.

This result is strengthened by more significant evidence, in that the participating banks in the sample use both internal and external recruitment strategies regardless of the nationality of the bank. The ratios indicating that the participants agreed that the bank uses an internal recruitment strategy to achieve the effectiveness of the staff, for each bank were as follows: Foreign Bank B 52%; Foreign Bank A 67%; National Bank A 66%; and National Bank B 71%. The rates for using external recruitment strategies were as follows: Foreign Bank B 46%; Foreign Bank A 61%; National Bank A 55%; and National Bank B 67%, as shown in the bank relationship chart (5.14) with regard to recruitment strategy questions represented as internal recruitment sources, external recruitment sources and recruiting based on performance and appearance. Since there is a convergence between the rates of those who agreed with the strategy of internal and external recruitment sources in achieving performance hence effectiveness, this means that banks are using recruitment strategies that enable them to attract the best applicants to ensure their effectiveness in the future, as well as responding to the policy of the Saudi Government aimed at the localization of jobs.

Saudi banks, through the use of internal recruitment strategies, benefit from many advantages, such as reducing the pressure from the practices of nepotism and cronyism (Sullivan & Nadgrodkiewicz, 2008). Employing applicants who are well known to the organisation through internal recruitment strategy is cheaper and faster than using an external recruitment strategy (Noe et al., 2008). However, using an external recruitment strategy provides the bank with a wide range of applicants and multiple skills, in addition to reducing the unemployment rate in the country (Becker & Huselid, 2010).

Based on these explanations, it can be concluded that business organisations are, in fact, governed by several variables which limit their freedom in the selection of applications when they want strategies for recruiting employees. Examples of such restrictions include
the government regulation of the labour market, the culture of the society in which the organisation operates, education level, quality of life, and per capita income. The literature suggests that there were laws in most of the US states prohibiting the employment of married women which remained in place until World War II (Bryson, 2006 cited in Evans et al., 2007). Other examples are the policy of jobs localization in most of the GCC states, which prevents organisations from recruiting non-nationals, and Saudi culture, which does not allow women to work in some professions. Some authors have added that the migration of talented individuals has a role in the recruitment and selection strategy (Tarique & Schuler, 2009).

6.3.2 Employee Behaviour and Performance

It has been pointed out in the context of this thesis that the Saudi banking sector has witnessed and continues to witness a remarkable development at various levels (Al-Bassam, 2003). It is reasonable to say that this development could not have been achieved without the integration of successful elements into the banking business; strategies, policies, procedures, advanced banking services, technology, materials and human capabilities have all combined to achieve the immediate objectives and strategic goals. The availability of all the necessary physical and technological elements is important, but more so is the availability of the human capital which is able to guide these elements to achieve the goals, since one of the most important goals of the banks is to increase, expand and retain their customer bases in the light of intense competition. This has increased the importance of the role of employees, especially those in the front line who deal directly with the bank's customers (Rouholamini & Venkatesh, 2011).

Consequently, a bank which is keen to succeed through the provision of services to its clients in ways and methods which satisfy these customers must link this goal with HRM activities. The literature indicates that HRM activities, including recruitment and training, are aimed at achieving organisational effectiveness and improving the quality of the working environment for all the organisation's employees (Suarez, 2009). There is no doubt that the link between the resource-based view (RBV) of the firm (Becker & Huselid, 2006) and strategic human resource management (SHRM) has increased the focus on the human resources in an organisation (Wright et al., 2001). This relationship has led to a number of researchers and practitioners linking organisational effectiveness to the effectiveness of
employees. For example, Taylor and Collins (2000) have pointed out that organisations can reach these goals through an effective recruitment strategy which contributes to meeting the following five criteria for the resource-based view of the organisation. Firstly, recruitment may create or add value to the concept of an efficient labour cost. Secondly, a recruitment strategy may provide a chance for the organisation to attract rare talent from the labour market, which contributes to achieving employee effectiveness. Thirdly, it becomes possible for organisations to create sophisticated and inimitable tactics from the set of human resource management activities. Fourthly, organisational practice for recruitment could be considered one of the innovations of one organisation. Fifthly, in order to gain maximum benefit, the recruitment process must be consistent with the rest of the HRM activities which promote and support the usefulness of these activities, such as selection, compensation management, and performance evaluation (Delaney & Huselid, 1996). If these five conditions are met, the expectation will be that the recruitment process will improve the level of organisational performance.

Therefore, the relationship between the achievement of organisational effectiveness and human resource activities starts from the research phase involving the individuals whom the bank expects to employ, healthy behaviours in their relationships with their superiors at work, with their colleagues and with customers, in addition to their keenness to provide an outstanding performance which attracts attention to them when their managers are considering promotions and bonuses (Robbins & Coulter, 2005). For this thesis, the researcher has dedicated six questions in the questionnaire to revealing the Saudi banks’ attention paid to employee behaviour and performance through the recruitment strategy which is applied. These questions concerned behaving politely; employees' external appearance; the level of trust among new employees; commitment to the bank’s vision which considers the customer to be the reason for the bank’s existence; the importance of customer feedback in evaluating employees' behaviour and performance; and the organisational culture that the customer is always right.

Analysis of the answers to these questions revealed that the highest agreement rate was shown for bank strategy of recruiting employee focusing on employee behaviour (63%) and the banks vision of recruitment strategy (64%). This means that Saudi banks are keen to recruit staff who behave politely and who consider that the customer is the reason for the
existence of the bank. Recruiting based on employee appearance strategy occupied the third rank in terms of the proportion of those who agreed (55%). This shows the interest of Saudi banks in the external appearance of their employees because it is one of the effective factors in attracting customers and achieving customer satisfaction. This may be due to the importance of employee appearance by wearing althoub as official dress based on traditional attire and Saudi culture, which reflects respect and masculinity among Saudis, while the abaya has the same significance for women. For this reason banks are keen to allow employees to wear the althoub or abaya to work. However, a lower agreement rate was seen regarding the item concerned with evaluating employee behaviour through customers in order to retain employees, suggesting that Saudi banks do not rely much on evaluation of the behaviour and performance of employees with regard to feedback from customers.

It can be deduced from the above that Saudi banks focus on the aspects of the behaviour and performance of employees in their recruitment strategy, taking into account the socio-cultural call for respect for the elderly and good dealings with others in line with Islamic Sharia, which emphasizes humility, not arrogance, towards people in speech and action.

6.4 RECRUITMENT METHODS

The study of much of the human resource management literature found that some researchers and authors have merged recruitment sources and methods of recruitment in one way or another. For example, Robbins and Coulter (2005) have listed recruitment through the Internet, employee referrals, company websites, college recruitment, and professional recruiting organisations as recruitment sources. Zottoli and Wanous (2000) have also argued that employee referrals, employment agencies, and job advertisements are also recruitment sources. Haroon (2010), however, classifies sources of recruitment into three groups in his study: internal sources, external sources and walk-ins. He cites methods of recruitment for each source separately, without any conflict or confusion between sources and methods. He points out, for example, that job advertisements, employment agencies, and school/colleges are methods of external recruitment.
The best evidence of this confusion is what has been mentioned in the study by Breaugh (2008), in that the weakness of some studies is the existence of models. Some researchers have considered them to be recruitment methods (Williams et al., 1993) and have treated the re-employment of former employees as a recruitment method. The current researcher agrees with Breaugh’s view that the source is different from the method; for example, a job advertisement in a daily newspaper is a method of external recruitment, just as the use of hooks is a way to catch fish from the sea, river or lake.

From this perspective, the researcher deliberately allocated ten questions in the questionnaire to establishing the methods of recruitment used in the Saudi banks that participated in the sample, and to what extent these methods contribute to the achievement of the effectiveness of staff, regardless of the sources of recruitment which have already been discussed in part two of this chapter.

### 6.4.1 Optimum Methods of Recruitment

According to Breaugh and Starke (2000), recruitment is a set of practices exercised by an organisation in order to acquire employees. Since the process of recruiting staff aims primarily at filling vacant positions, organisations tend typically to use a method or a combination of methods to attract appropriate employees to fill the vacancy.

Through reference to the questionnaire used in the current study, it was found that the questions regarding recruitment methods had addressed the methods used by Saudi banks. After analysing the answers given by the members of the sample to detect the contribution of each method to achieving employee effectiveness, the findings were as follows.

#### 6.4.2 Referral Recruitment Method

Employee referral is one of the recruitment methods from the category of internal sources of recruitment. This is one of the ways in which organisations fill job vacancies with people who are experienced with the organisation and its customers and have the preferred behaviours and performance, in addition to the benefits of the low cost involved in this method (Nevaer & Ekstein, 2007). The questionnaire included two questions about using the method of employee referral to recruit staff. The preference for this method by Saudi banks is because it provides employees who respond more quickly to customers’ needs.
The percentage of agreement was 48.8%, while the percentage of non-agreement was 23%. This indicates that this method is more likely to be used by Saudi banks, but not significantly more.

What supports the validity of this finding is the result of the analysis of the answers of the participants to the item which attributes the preference of Saudi banks for this method to its low cost and to its ensuring access to staff who know the customers well. The percentage of agreements was 49%, with 26.7% for non-agreements. These results are very similar to the percentages given for the referral method.

The experience relationships chart for the referral method revealed that the total number of respondents who had experience of less than 9 years was 391, and they represented the category of young people. The percentage of agreement on the referral method from this category amounted to 50.6%, while the percentage of those who did not agree amounted to 27%. The possessors of long years of experience (10-over 30 years) represent those who are older; the percentage of those who agreed with the referral method items from this category amounted to 42.9%, while the percentage of those who did not agree amounted to 38.6%. This confirms the finding that, in general, Saudi banks use this method.

However, it is necessary to continue to explore the recruitment methods to discern the best approach from the view of Saudi banks.

### 6.4.3 Job Advertisement Recruitment Method

Huselid and Becker (2011) have stated that organisations seeking to obtain and build an excellent workforce face multiple challenges. Among the most prominent challenges facing the management of human resources in most organisations around the world, especially in the least developed countries (Budhwar & Debrah, 2001), is the intervention of influential people, stakeholders and close friends in the recruitment of some of the people in those organisations. Some of the literature has indicated that recruitment through nepotism and cronyism is widespread in most countries of the world to varying degrees (Hooker, 2008). In some societies, this phenomenon can be classified as part of the community culture. In Saudi Arabia, for example, research by confirms the prevalence of nepotism and cronyism in the area of equal employment opportunities among qualified job seekers. The results of a
survey conducted by the *Al-Sharq Al-Awsat* newspaper in Saudi Arabia were adopted by the King Abdul Aziz Centre for National Dialogue. The results indicated that more than 60% of the respondents (public sector managers and employees, bank managers and employees, etc.) believed that nepotism and cronyism had a significant impact on the recruitment process (Al-Souhiel, 2011).

The researcher deliberately linked nepotism and cronyism to one of the methods of recruitment (job advertisements) because of the spread of this phenomenon in Saudi society and culture. If job advertisements are used, those near and far will know that there is a vacancy at one of the banks, and then phone calls will be showered on the bank manager, as well as courtesy visits made to pressure him to hire a particular person.

The finding confirms that recruitment through nepotism and cronyism leads to a poor relationship with the bank clients. The percentage of those who agreed was 48.8%, while the percentage of those who did not agree with the same content did not exceed 20%, based on the previous statement that nepotism and cronyism have become part of Saudi culture. The proportion of those who were neutral amounted to 31% of the total sample.

Given the issuance of calls from multiple sources citing the need to limit the role of nepotism and cronyism in recruitment in Saudi Arabia (Hafez, 2011), the proportion of those who agreed that employment through nepotism and cronyism leads to ineffectiveness amongst staff in customer service at a bank amounted to 64.8%, while the proportion of those who did not agree did not exceed 14%. By looking at the employees experience and their response attitude toward recruitment through job advertisement, it can be deduced that of those employees with 1-9 years’ experience (young), 53% agreed, whereas the percentage of non-agreements from this category was 19%. Of those employees’ who had long experience (10-over 30 years) 42.9% agreed, whereas 22% did not agree with the same content. Furthermore, the finding related to recruitment through nepotism and cronyism shows evidence of the trend towards reducing the role of nepotism and cronyism in employment, especially in the Saudi banking sector, which requires a special quality of employees in terms of academic qualifications and behavioural skills.

The evidence for the above lies in the answers of participants to nepotism and cronyism, where it was believed that employment through nepotism and cronyism would decrease the
effectiveness of staff in the areas of customer service and achieving goals. Of the total number of employees who had 1-9 years of experience, the proportion of those who agreed with this statement was 68%, while only 15% of the total did not agree. Of the total number of employees who had long experience (10-over 30 years), 54.5% agreed, whereas the percentage of those who did not agree amounted to 19%.

It can also be noted here that of the employees who had over 30 years of experience, 50% agreed. However, 50% did not agree and, as they have such long experience, this probably means that they are of an age where they may have gained their jobs in the banks when nepotism and cronyism had a significant role in recruitment.

The researcher finds it useful to talk briefly about nepotism and cronyism in Saudi society and their role in not only the recruitment process; according to some articles, wasta (cronyism) has even been involved in university admissions, hospital admissions for treatment, scientific missions to gain graduate degrees, and other aspects of life (Al-Atawi, 2008), while Abuznaid (2009) claims it is found in the field of law.

6.4.4 Agency Recruitment Method

In many cases, organisations rely on recruitment agencies to fill vacancies for various reasons. According to Carroll et al. (1999), due to the nature of the business some organisations prefer to employ individuals who are already trained and have sufficient experience in the field of work of the organisation. The reason for the use of employment agencies is to avoid wasting the time of managers in the organisations by having them process job advertisements and interviews (Duggam & Croy, 2005). In this regard, some authors have added that the availability of knowledge held by employment agencies about the requirements and challenges of the industry to which an organisation belongs may encourage organisations to use such agencies to recruit the necessary personnel (Robbins & Coulter, 2005). According to Houseman (2000), organisations that want to hire part-time employees and short-term workers are more likely to use employment agencies.

In Saudi Arabia, the labour market is now governed by strict legislation which requires the employment of Saudis, especially in the private sector. These laws were imposed by the Ministry of Saudi Labour to increase the percentage of Saudi workers by 5% annually.
Thus, logic suggests that the use of employment agencies must fall because these agencies are available to all, whether Saudi or foreign. However, some researchers have suggested that private sector organisations in Saudi Arabia continue to rely on professional recruitment agencies, such as Bayt.com and Nextmove. Budhwar and Debrah (2008) have noted that the reasons for continuing to rely on agencies are opposed to the interests of the private sector, with the policy of Saudization on the one hand and Saudi culture on the other. For example, private organisations prefer foreign workers because they are cheaper compared to Saudi workers and in some cases Saudi culture causes a Saudi worker to be less willing to work opposite Korean or Filipino workers.

Based on these data, the researcher asked the members of the sample for their opinion on the following: “I don't think that recruitment through employment agencies provides the bank's employees with high performance in the field of customer relations”; 47% of the participants agreed with this statement, while the percentage of those who did not agree amounted to 30.8%. If the percentage of those who were neutral (22%) is taken into account, this presents evidence that Saudi banks are still using employment agencies to recruit potential employees.

In order to explore the attitudes of the sample banks which still prefer to use employment agencies, the banks’ responses to employee agency recruitment show that the highest percentage of agreement regarding the agency recruitment was from the employees of National Bank B, with 53.5% of the total number of participants from this bank. The lowest proportion of agreement (34%) came from the employees of Foreign Bank B. At the same time, the highest percentage of non-agreement was from Foreign Bank B employees, amounting to 41.3% of their total; however, a smaller percentage of non-agreement was shown by Foreign Bank A participants, which amounted to 23.3% of the total number of employees who participated from this bank. This indicates that employees at all the sample banks, regardless of their nationality, tend to believe that recruitment through employment agencies does not provide employees who show high performance in the field of customer relationships.
6.4.5 Multiple Recruitment Methods

Through reference to what has been mentioned when discussing the findings related to recruitment strategy in part two of this chapter, it was found that 52.7% of the total sample reported that Saudi banks adopt a recruitment strategy based on multiple sources (internal and external). This simply means that Saudi banks are using a number of methods of recruitment in order to widen the applicant pool, which leads to an increase in the probability of selecting the best people. The literature is not devoid of studies that emphasize the importance of diversity in the recruitment methods used by organisations, as Devaro and Fields (2005) have pointed out that organisations can affect performance through a recruitment strategy which is based on using several recruitment methods.

In the current study, concern the use of all the methods of recruitment in Saudi banks provides multiple alternatives to choose from, and other concerns suggest that the greater the number of recruits, the better the bank is able to choose the best skills and behaviours. The strong link between the two concerns were reflected in the responses of the participants, as the proportion of those who agreed in those concerns amounted to 58.7% and 61.7% respectively, while the proportion of non-agreements amounted to 22% for each of the each concern. This convergence in the answers is a sign of the validity of the questions and the reliability of the answers, as well as intellectual and professional consensus among the members of the sample. Moreover, the banks’ response to the implementation of all recruitment methods provide vast applicant demonstrated that the proportion of agreements among the four banks exceeded 60%. The education level relationships chart (5.17) with optimum recruitment methods showed that the percentage of agreements amounted to 61.7%; the highest rate was for Diploma holders, amounting to 69.6%. This is conclusive evidence that Saudi banks adopt a strategy of multiple recruitment sources and diverse recruitment methods.

6.4.6 E-recruitment Method

In the light of the tremendous progress in information technology and communications, many prestigious organisations tend to invest in this technology in most of their activities and operations, including human resource management activities and especially those related to recruiting staff. The literature indicates that in an effort to reduce paperwork and
the time wasted reading job applications, as well as in storing and classifying applications or the preparation of advertisements for job vacancies, organisations have now turned to using the Internet overwhelmingly in the process of staff recruitment staff at all stages, from conducting interviews online and the implementation of tests for evaluating applicants to hiring the right people (Kroustalis, 2006). From this perspective, one survey conducted eight years ago has stated that more than 90% of the largest American companies have used the Internet for recruitment (Cober et al., 2003). As indicated in a study conducted in the United Kingdom in 2008, 75% of British companies use their website for the purpose of recruiting new employees (Cipd, 2008).

The situation is different in Saudi Arabia, where Rafeeq (2010) has pointed out that there are many obstacles facing the implementation of e-recruitment in Saudi organisations, such as the lack of sufficient funds for the acquisition of software and hardware, the absence of top management support, little knowledge of the system of e-recruitment among HR managers, language barriers and many others. The results of the data analysis of the current study can be considered as evidence of a lack of conviction amongst Saudi banks as to the feasibility of using e-recruitment systems. The findings suggest that recruitment through the website of the bank increases the number of unqualified applicants. Through careful examination of the responses of the participants in this matter, the researcher believes that they did not have sufficient knowledge about the advantages and disadvantages of using the Internet in the recruitment process, as the proportion of those who agreed was 35.5% and 40% did not agree. Support for this result can be seen in the education level in relation to responses to recruitment through website methods, where the percentages were as follows: Diploma holders: Agreed 36.9% Disagreed 41.6%, BSc holders: Agreed 36.7% Disagreed 37.1%, Master’s degree holders: Agreed 20% Disagreed 45% and Doctorate holders: Agreed 40% Disagreed 40%.

The above results indicate that there is no weighting with regard to importance because all the rates are less than 50%. This means that Saudi banks have not yet adopted the custom of harnessing technology to serve human resource management activities. The reason for this is perhaps not an increase in the number of unqualified applicants or the reasons set out in the literature mentioned above, but is probably the application of the policy of Saudization.
and the inconsistency between the banks’ circumstances and policies with a strong Saudization requirement.

6.4.7 University Graduate Recruitment Method

While moving between the research and studies related to the recruitment process and its methods, the researcher found that one method of recruitment bears the name “milk round”, which drew his attention as to its meaning. Branine (2008) has pointed out that the term “milk round” represents periodic programmes conducted by companies which involve visiting universities and colleges to provide presentations and interview final-year students to select those who have an interest in working for them. Coordination with universities and higher education institutions may involve a variety of programmes. The Carilion Health System, for example, located in the State of Virginia in the US, uses multiple programmes in order to attract the best nurses. One of these programmes is known as Adopt a Student Nurse and helps in the process of recruiting and retaining nurses by providing the opportunity for student nurses to work with registered ones (Pinkerton, 2003).

In Saudi Arabia, with a view to the success of the Saudization policy on the one hand and reducing unemployment on the other, the government has moved to develop education and training systems in order to match education outcomes with the requirements of the market (Cate & Rice, 2009). This plan will serve the national employment strategy, which aims to employ 120,000 Saudis in the private sector every year (Al-Dosary & Rahman, 2009).

Based on the above views, the researcher posed questionnaire question nine as follows: “In my opinion, communication with universities to recruit the best graduates supports the competitiveness of the bank”. The percentage of those who agreed with this amounted to 62%, while the proportion of those who did not agree amounted to only 20%. This demonstrates that Saudi banks are committed to hiring new graduates in response to government policies. Proof of this can be seen clearly in the finding of the education level relationships chart (5.17) with responses pertaining to the university recruitment method, where the rates of agreement and disagreement were as follows: Diploma: Agree 73%, Disagree 18.3%; Bachelor’s degree: Agree 62.9%, Disagree 17.6%; Master’s degree: Agree 27.5%, Disagree 52.5%; and Doctorate: Agree 60%, Disagree 20%.
The reason for this is clear when looking at the education relationships chart (5.3) with the demographic factors, which indicated that the total number of Master’s degree holders was 40 employees, half of whom were expatriates.

6.4.8 Word-of-Mouth Recruitment Method

Not surprisingly, the practice in some organisations is to use existing employees to fill certain vacancies, by inviting them to communicate with people known to them or their relatives in order to convince the targeted individual to join the workforce in the organisation where they are employed. This method of recruitment is based on informal contact between employees and organisations. Through a comparison between formal methods of recruitment and recruitment through informal contacts, Pellizzari (2004) points out that informal contacts lead to a better exchange of information between the potential candidates (job seekers) and the employers, which helps in choosing the most effective employees.

Other authors have considered this method as recruitment by word of mouth, and consider it to be one of the sources of recruitment and not simply a recruitment method. For example, Hoye and Lievens (2009) have reported that potential applicants may be waiting for a long time to receive either positive or negative word of mouth responses from experienced sources about a job or the organisation, which is one of the disadvantages of personal recruitment. The literature also contains some debate regarding the method of “personal recruitment”, where some researchers have tackled personal recruitment as an independent method (Kugler, 2003; Pellizzari, 2004; Robbins & Coulter, 2005), while others deal with it as part of employee referral (Zottoli & Wanous, 2000).

Here, the researcher is inclined to the view that the personal recruitment method is an independent means of recruitment, in line with what has been suggested by key researchers (Ryines & Cable, 2003), who have reported that the employment information received by potential applicants is among the factors influencing their decisions to accept or reject a job. From this point of view, the discussion here deals with new applicants and not employees who are already working in the organisation, so most likely pertains to external employee referral.
The problem with the above-mentioned method of recruitment lies in the credibility of the person who transmits the job information to the targeted person, as this person could be biased in his choice of candidates or, if this person is female, there may be a bias regarding the employment of someone of their own gender (Lee, 2005). It is also possible there will be a bias due to the age factor, as it is more likely that the officer in charge will contact the potential applicants of their own age group. For the current study, the subject of using a personal recruitment method which may be tainted by bias deprives the bank of being able to hire the best applicants: 57.6% of the participants agreed with this content, while 21% did not agree.

6.4.9 Methods Implemented by Saudi banks

After discussing all the methods of employee recruitment from the viewpoint of the employees of Saudi banks, it was found that Saudi banks are now using all the methods but to varying degrees. The table of ranking for recruitment methods showed that recruitment through universities took the first position and strongly contributes to achieving employee effectiveness. Saudi banks can also achieve the desired level of attractiveness through the method of employee referrals, which ranked second among recruitment methods. In addition, the other reasons that pushed Saudi banks to use these two methods were mainly, as mentioned earlier, that Saudization and Saudi culture have played their role in the preference for one method rather than another. The lowest ranking (6) concerned the method of “job advertisements” because it allows the intervention of nepotism and cronyism (wasta) in the recruitment process, which may have a negative effect on employee effectiveness.

The findings are consistent with the survey by Branine (2008) of over 153 graduate recruiters, in which he ranked the recruitment methods according to the preference for each one. This showed the following ranking: milk round (universities), recruitment brochures, recruitment fairs, direct directories, newspaper and magazine advertisements, sponsorship, and recruitment agencies.
6.5 TRAINING METHODS APPLIED BY SAUDI BANKS

It is indisputable that people cannot master the implementation of a number of tasks and actions without being trained by someone in how to implement them. We now live in a highly complex era and face almost daily changes and developments, especially in the business world which is no longer subject only to economic decisions but has become influenced by political pronouncements and their consequences, technological development and its outcomes, crises both financial and non-financial and all the consequent procedures and policies imposed on business organisations, as well as economic and cultural globalization. To adapt to such circumstances, and keep abreast of these developments, it is necessary for business organisations to work on the preparation of their human capital, and provide their workforce with the necessary knowledge and skills to increase the speed of their responses to changes in the work environment and interact with them efficiently.

According to Yang et al. (2009), the best way to provide employees with the skills and the ability to adapt to and deal with all that is new is through training. Training has multiple objectives which can be followed through the definitions contained in the literature. It is suggested by Sarwar et al. (2011) that training is the next step after employee recruitment in order to modify trainees’ behaviour to patterns desired by the organisation (Cipd, 2006), while Blanchard and Thacker (2007) have reported that training helps employees to perform their jobs more effectively through providing them with comprehensive knowledge and the required skills. Other researchers have defined employee training and development as the activities and materials aimed at supporting the involvement of employees and managers and improving current and future performance, enabling participants to solve problems through case discussions, narratives, practical events, videos, etc. (Lyons & Mattare, 2011).

Our present era of globalization has created new targets for employee training and development. Kauffeld and Willenbrock (2010) have pointed out that organisations which are facing global competition should work to improve employees' knowledge, skills, competences and attitudes. Some authors add that globalization has produced unprecedented patterns of training. Graf and Mertesacker (2009) have reported that globalization has increased the competition between multinational companies and, in order to face this degree of competition, these companies should focus on cultural adaptation with
the host country. This cannot be done without providing intercultural training, especially for the employees who will be employed in foreign communities as either workers or managers (Hurn, 2011).

Furthermore, the debate among some authors and practitioners has addressed the determination of who is responsible for employee training. In spite of what has been stated in the literature about this subject, however, the researcher considers that discussion of such a problem is critical because of the diversity of the trainees, who may be new employees, current employees, or new graduates, etc. In this regard, Sarwar et al. (2011) point out that organisations should adopt training in order to stay strong in the competitive environment, while Ying Ho (2010) suggests that providing training for new graduates is the responsibility of employers, not universities. The Institute of Banking (IOB) in Saudi Arabia, for example, provides more than 400 training courses in several areas, such as banking, investment, insurance, management, marketing and the English language (The Institute of Banking, 2011).

For the current study, it was stated earlier that the labour market in Saudi Arabia is restricted to government policies, and mainly the policy of Saudization, which may influence the selection of training methods applied by organisations, especially in the banking sector where the Institute of Banking is most likely to exercise the role of training provider to bank employees. From this perspective, the questionnaire included ten questions about the training methods favoured by Saudi banks because of their role in achieving the effectiveness of employees. The responses will be discussed under the following headings.

6.5.1 On-the-job Training

When new employees reside next to the senior officer at work, are careful to follow the steps and procedures for the implementation of certain tasks, and receive an answer to every question directed to the senior officer, one knows that the new employee is the trainee and the senior officer is the trainer and that the method used is on-the-job training. If the organisation that employs them is one which provides direct services to clients, such as a bank, the trainee will notice how the trainer deals with customers and how to address and listen to them. Therefore, the on-the-job method is used to provide performance and
behavioural training. In this regard, the literature indicates that on-the-job training achieves speed in employees acquiring the basics of effective job performance and reduces the staff turnover resulting from the anxiety that occurs when personnel feel they do not know what they should know (Rothwell & Kazanas, 2004). Employees may also prefer on-the-job training because it can provide them with the opportunity for promotion and higher wages (Evertsson, 2004).

In order to identify the opinion of the staff of the Saudi banks who participated in the sample, the researcher asked a question related to on-the-job training, and then asked participants to confirm that new employees receive extensive training in all sections of the bank. The percentage of those who agreed with on-the-job training amounted to 73.9%, while the percentage of those who did not agree was 14.65%. Looking at the proportion of those who agreed on provision of extensive training reveals that 58.2% did so; the proportion of those not in agreement amounted to 26.75%. This means that on-the-job training is more likely to be practised in Saudi banks for new employees because it drives them towards a customer focus.

The responses of employees regarding on-the-job training methods demonstrate that the participants who had less than nine years of experience and who represent, naturally, the young age category among the respondents numbered 391 employees. In support of what has been referred to in the literature, in that on-the-job training is primarily aimed at new employees, the proportion of those who agreed with the content of this on-the-job training item amounted to 85% of the total number of members of this category. In addition, there is further proof of the validity of this outcome; Saudi banks are committed to hiring new graduates in their application of the policy of Saudization; hence, recruitment through universities was ranked first among the methods of recruitment. It can also be noted that on-the-job training received the highest agreement rate among the categories of participants with the greatest number of years of experience. These rates were as follows: Experience 10-19 years: Agreed 79.4%, Neutral 8% and Disagreed 13.6%; experience 20-30 years and over: Agreed 63.6%, Neutral 0% and Disagreed 36.4.
For adequate extensive training, which is consistent with the thrust of on-the-job training, the distribution of participants by years of experience in terms of agreement or disagreement with the content of the question was as follows:

<table>
<thead>
<tr>
<th>Experience in years</th>
<th>Agreed</th>
<th>Neutral</th>
<th>Disagreed</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-09</td>
<td>60.9%</td>
<td>13.4%</td>
<td>25.7%</td>
</tr>
<tr>
<td>10-19</td>
<td>54.5%</td>
<td>26.2%</td>
<td>19.3%</td>
</tr>
<tr>
<td>20-30 and over</td>
<td>36.3%</td>
<td>3%</td>
<td>60.7%</td>
</tr>
</tbody>
</table>

Source: Created for this thesis

It is clear that the majority of the respondents in experience categories agreed, forming 60.7% of the total of this category. The difference in agreement level in the last group may be attributable to the small number of members of this group, numbering only eight employees, half of whom were non-Saudis and so were not subject to this type of training.

6.5.2 Off-the-job Training

Saudi banks send some employees to receive training placement courses in reputable banks. The researcher believes that this type of training can be referred to as external off-the-job training. In this regard, some studies have indicated that Saudi banks have entered into agreements for management and training with some of the large global banks, such as Citibank (Al-Awaid, 2003). Perhaps the conclusion reached by Görg et al. (2002) can be considered proof of the effectiveness of this type of training, as they point out that off-the-job training in foreign firms is more effective than in domestic firms in developing countries. Of the total number of respondents, 69.3% agreed, while 16.9% of the total did not agree.

This means that Saudi banks are convinced that training in large banks leads to greater effectiveness. Evidence of this is clearly shown in the analysis for the experience relationships with the off-the-job method regarding external training placement, where the percentage of those who agreed from the category of employees who have experience of less than nine years amounted to 70.3%, while the proportion of those who disagreed from this category did not exceed 14.1%. The proportion of those who agreed from the category
of employees with 10-19 years of experience amounted to 77.3%, while the percentage of those who did not agree from this category was only 15%.

The interpretation of the cause of these high rates of agreement on off-the-job training from the category of those with fewer years of experience (1-19) is perhaps due to the younger age of the members of this category. As mentioned earlier, these younger respondents formed 85.3% of the total sample and the other factor concerns what has also been mentioned previously in that the training in foreign-owned banks is more effective than in local banks. The evidence for this is clear when looking at findings for the bank factor with other demographic factors, where the chart indicates that the proportion of those who were working in foreign banks amounted to 64% of the total sample. Of the category of respondents who had more than 20 years of experience, the proportion of those who agreed amounted to 36.4%, while those who did not agree reached 51.5%. The reason for this may be that they are best placed for employee training and there is no need for any of them to receive training in other banks.

6.5.3 Communication Skills Training

In research concerned with managerial competencies, Abraham et al. (2001) conducted a quantitative survey. According to the survey questionnaire, 277 of the respondents indicated that the most important competencies are leadership skills, customer focus, being results oriented, problem solving, communication skills and being a team worker. It is known that communication with customers, especially in service organisations, is very important because providing a good reception for clients and listening with interest to their views adds value to the service provided by an organisation. Therefore, organisations must enhance employees' verbal and non-verbal communication skills with customers in order of creation intangible value for the customer. The result, according to Gronroos (2004), is a high level of appreciation by customers of this value which has been created through an ongoing interactive relationship. In this regard, some researchers (Sundaram & Webster, 2000) have argued that employees, when showing behaviours and characteristics of being effective and popular with customers, such as showing friendliness to customers, a rapid response to their needs, respect, enthusiasm for serving them, and not complaining about the large number of demands of some customers, all leave a good impression on the psyche of the customer and work to achieve customer satisfaction. Other authors focus on the
language of human communication, in addition to communication technology, as the best way to send and receive the largest volume of messages and information exchange (Adejimola, 2008). Therefore, banks nowadays are focusing on investment in employee training in several fields, such as acquiring knowledge and developing communication skills (Radomir & Scridon, 2009).

As for Saudi banks, they show great care in providing training in banking and all the requirements for success in the performance of its functions, including technical, managerial, communication and problem-solving skills as well as many more. Saudi banks hold training programmes for current employees as well as school and university students who are expected to graduate in preparation for the recruitment of a number of these graduates. According to the Director of Human Resources at National Bank A (Saud Sabban), the bank supports the policy of jobs localization through this training.

The researcher’s finding stipulates that Saudi banks focus on training in the field of communication skills because of the importance of communication skills in the banking business. It seems clear from the answers of the participants that the banks in which they worked are not interested in training staff to equip them with communication skills, as the proportion of those who agreed amounted to 38.8% and the proportion of those who did not agree amounted to 34.6%, with neutral responses forming 26.6% of the total sample. Logical analysis of these proportions means that Saudi banks only provide training in communication skills to certain categories of employee, such as employees in the front line and customer services. The results of the analysis also showed that there was no significant impact of the nationality of the bank on the views of the members of the sample. Looking at the chart for the relationships for the banks factor chart (5.19) with twenty four questions that clarify training method of communication skills, the proportions were as follows:

Table 6.2: Communication skills training method related to banks’ response

<table>
<thead>
<tr>
<th>Bank</th>
<th>Agreed</th>
<th>Disagreed</th>
<th>Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Bank B</td>
<td>42.4%</td>
<td>36.4%</td>
<td>21.2%</td>
</tr>
<tr>
<td>National Bank A</td>
<td>34.1%</td>
<td>36.5%</td>
<td>29.4%</td>
</tr>
<tr>
<td>Foreign Bank A</td>
<td>44.6%</td>
<td>29.2%</td>
<td>26.2%</td>
</tr>
<tr>
<td>Foreign Bank B</td>
<td>30.2%</td>
<td>40.5%</td>
<td>29.4%</td>
</tr>
</tbody>
</table>

*Source: Created for this thesis*
6.5.4 Theoretical and Practical Training

Some training programmes are designed to combine theoretical and practical training. According to some researchers (Katajavuori et al., 2006), practical training helps trainees to understand theoretical knowledge and exploit it in the workplace step by step, which enables them to acquire new practical skills. If the training programme includes a lecture or a dialogue session, or any means of off-the-job training, it is best, according to Skinner (2002), to move the trainer and the trainees to the workplace after each period to enable them to apply what they have learned in theory. In this way the training process has integrated off-the-job and on-the-job training.

In the questionnaire for this thesis, a question referred to the trainer accompanying the trainees to the workplace after each session to observe any differences between the theoretical training and the practical application. The proportion of those who agreed with this item amounted to 54.9%, while the proportion of those who did not agree was 22%. The conclusion from such figures is that Saudi banks are keen to provide training to employees from highly qualified trainers who have both theoretical and practical knowledge.

The finding in this regard demonstrates that the lowest proportion of those in agreement was found at the Foreign Bank B (42.1%) followed by National Bank A (49.4%), while the highest proportion was for Foreign Bank A (64.9%) followed by National Bank B (55.6%). The researcher believes that the reason for the high percentage of those who agreed in Foreign Bank A is very clear from the relationships chart (5.3) for education level and the rest of the demographic factors, which shows that the majority of staff in this bank (56.9%) were Diploma holders who require training.

6.5.5 Teamwork Training Using Technological Devices

The method of simulation in training is more appropriate for the training of teams. Teamwork involves a collection of individuals, two or more, brought together by a common mission (Beaubien & Baker, 2004). Others (Salas et al., 2009) point out that simulation-based training comprises of a technological series devoted to training. Training simulation generally depends on the creation of an artificial environment designed to adapt and manage the experiences of individuals and teams with what is happening on the
Role playing is one of the techniques of simulation-based training, and is commonly used in business training (Hurn, 2011). In addition to its low cost, simulation-based training, especially management games and management simulations, can affect the participants’ behaviour positively by providing effective learning and increasing their enjoyment (Kenworthy & Wong, 2005).

The items regarding simulation and video training methods had similar response same percentages. The views of the respondents in terms of agreement and disagreement regarding the two methods were very close. The proportion of those in agreement amounted to 56.8% and 67.9%, respectively, while the proportion of those who did not agree amounted to 17% for methods. This indicates that simulation-based training is more likely to be used by Saudi banks.

Through looking at the finding based on banks responses regarding training simulation method, the following can be noted: the proportion of those in agreement amongst Foreign Bank B respondents amounted to 47.6%, and the proportion of those who did not agree was recorded as 34.4%. The proportions for the other three banks were as follows: Foreign Bank A: Agreed 62.4%, Disagreed 8.4%; National Bank A: Agreed 57.6%, Disagreed 9.4%; and National Bank B: Agreed 56.6%, Disagreed 18.2%.

The above results mean that simulation-based training is often used by these banks. By looking at the finding chapter related to method, it can be concluded that the proportion of those who were in agreement amongst Diploma holders amounted to 73.2%, and 13.2% for those who did not agree. The proportion of those in agreement amongst Bachelor’s degree holders amounted to 62.9% and 17% for those who did not agree. The proportion of those who agreed amongst the Master’s degree holders was the lowest (45%) and the proportion of those who did not agree was the highest (47.5%). However, among Doctorate holders, the proportion of those who were in agreement amounted to 60%, while 40% did not agree. This may be due to what has been mentioned earlier, in that half of the Master’s degree holders were non-Saudi. The final and logical finding of the analysis of stimulation and video method is that the participants believed that simulation-based training using video technology contributed to employee empowerment and developing their abilities in decision making, as well as staying for a long time in their minds.
6.5.6 Lecture Training Method

In some cases, training through a lecture in the classroom is not desirable, either from the perspective of trainees or from the standpoint of the organisation. According to the literature, the most important disadvantages of this method of training are that the coach is the main focus, time and location obstacles, and the high cost (Zhang et al., 2004). According to others (Lanima & Nurmi, 2006), one of the main reasons for traditional training methods offering zero or low ability to develop knowledge and skills is the lack of consistency with the content to be learned.

With regard to the item on the ability of theoretical training through classroom lectures, the proportion of those in agreement with this statement amounted to 42.7%, with 28.7% and 28.6% for neutrals and those who did not agree, respectively. This indicates that this method is less likely to be used by Saudi banks. Evidence of the lack of use of this method of training by Saudi banks can be seen clearly in the chart (5.20) for the relationships between the education level of the participants and their answers related to the lecture training method, wherein the proportions of those who agreed and those who did not agree were as follows:

<table>
<thead>
<tr>
<th>Education level</th>
<th>Agreed</th>
<th>Neutral</th>
<th>Disagreed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>44.4%</td>
<td>28%</td>
<td>27.6%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>40%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>45%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>60%</td>
<td>40%</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Created for this these

The percentage of those who agreed in all the categories of education level for the members was the highest, which means that all the participants believed that this method of training was not effective.

6.5.7 Intensive Training and Development Method

Public relations can be classified as a tool for organisation legitimacy. In this context, the legitimacy of the organisation means the acceptance of the organisation in the community
in which it operates. In this regard, some researchers (Breton & Cote, 2006) have suggested that the legitimacy of an organisation is initiated through its interaction with the culture of the society in which it performs its work with its members and its associated organisations.

The reasons for the spread of Islamic banks, for example in Islamic societies, can be concluded from the above point. Even the foreign banks located in Islamic societies have adapted the development of their relations with the community through their adaptation to the culture of that society. A question under the training and development variable addressed the notion that: “The bank sends supervisors on intensive training courses to find out the latest developments in public relations”. The proportion of those who agreed with this statement amounted to 56%, while the proportion of those who did not agree was only 20.7%, which means that Saudi banks are interested in developing the skills of their employees. The content of this question received high rates of agreement from the members of the sample according to education level, as follows: Diploma: Agreed 57.2% Disagreed 15.6%, Bachelor’s degree: Agreed 58.1% Disagreed 21.9%, Master’s degree: Agreed 40% Disagreed 47.5% and Doctorate: Agreed 40% Disagreed 20%.

The researcher believes that the reason for the lower proportion of those in agreement amongst the holders of Master’s degrees and Doctorate degrees, as who are among bank decision makers, is that believe that they are sufficiently qualified and have undertaken many training courses; also the high positions they supervise require attendance of certain courses to win them, and so they do not require more training.

6.5.8  Training and Development

Employee training and development are very important, but the most important issue in this regard is what the organisation expects to reap in exchange for its investments of money and time in training. The main goal of employee training and development is the improvement of employees’ skills and increasing the knowledge and capabilities of both employees and the organisation as a whole (Lee & Bruvold, 2003). According to some researchers (Corpanzano & Mitchell, 2005), an organisation’s investment in the development of its employees, according to the theory of social exchanges, leads to a more positive exchange. This positive exchange will be translated through the application of the staff of their training in the workplace.
In their responses to internal bank training, which suggests that the most important issue in training is the application of what the employee has been trained to do in the workplace, 78.9% of them agreed, while only 13% did not agree.

### 6.5.8.1 Training and Human Resource Development

Some studies do not take into account the difference between training and human resource development (HRD). Organisational training aims to increase the effectiveness of the individual to perform a particular function (McDowal & Saunders, 2010), while the activities of development are seen as a long-term plan aimed, ultimately, at career development. Some researchers have merged the activities of training and HRD in their definitions, Kauffeld and Willenbrock (2010), for example, point out that employee training and development activities aim to overcome the skills shortage and have a critical role in the improving of an organisation. Others (Noe et al., 2008) have defined training as a planned activity for facilitating the learning of job-related knowledge, skills, and behaviours by employees. At the same time, there are authors who distinguish between the training of human resources, and human resource development. Denisi and Griffin (2005), for example, define employee training as a planned attempt by an organisation to provide employees with a job’s requirements, such as knowledge, skills and behaviours, whereas HRD refers to teaching managers and professionals the skills needed for both present and future jobs.

From this perspective it can be concluded that those organisations which seek to survive must work to increase the effectiveness of their employees and managers. Training can contribute to achieving employee effectiveness through a comprehensive plan which includes the definition of the training needs, job analysis, employee analysis, and selecting a training programme and effective trainers. However, HRD requires a designed strategy to prepare individuals to carry greater responsibilities and enable them to understand all that is new in the business world in order to become leaders of change for the better.

### 6.5.9 Best Methods of Training and Development

This study has utilized the critical analysis approach to the respondents’ data regarding their opinions about training and development methods, then weighted each method of training separately according to the percentages of those who agreed and those who did not
agree with each method. The conclusion was that the most effective method of training and developing employees is the use of simulation-based training using video technology, which was ranked first among the training methods used by Saudi banks.

6.6 SUMMARY

Triangulation research requires analysing the collected data in order to conclude quantitative findings. Since this research was conducted through the approach of mixing quantitative and qualitative data, this chapter was devoted to discussing the findings produced through quantitative data analysis. These data represent the opinions of the members of the study sample with regard to the recruitment strategies, recruitment methods, employee training and development methods used by Saudi banks in order to achieve employee effectiveness.

The responses of the participants to the questionnaire resulted in the indication that the best strategy of employee recruitment is that based on the use of internal and external sources of recruitment. In addition, the best recruitment method is to recruit employees from the new graduates through coordination with the universities and, to increase their abilities and equip them with the required skills, the banks prefer to employ simulation-based training using video technology. These three outcomes represent the optimum practice for HRM to achieve employee effectiveness.
CHAPTER SEVEN: QUALITATIVE ANALYSIS FINDINGS AND DISCUSSION

7.1 INTRODUCTION

This chapter aims to review the opinions of those interviewed, who were responsible for the activities of staff recruitment and training in the banks. Qualitative data were collected through personal interviews with these officials, in accordance with the triangulation approach used in the research methodology. As mentioned in the methodology, this chapter enhances the degree of reliability regarding the previous quantitative findings of the research.

This chapter presents the thematic analysis of the qualitative data according to the themes derived from the answers given to the interview questions. The researcher used the NVivo program, grouping questions related to each part of the thesis in categories to represent separate themes, such as training methods, recruitment strategy, recruitment sources, etc. Some of the answers of the respondents in the interviews were homogeneous in terms of pronunciation and meaning, others homogenous in the sense of reaction, albeit expressed in different words. From here, the role of the researcher is reflected in his/her ability to synthesize themes that reflect the main point of agreement from their response which was the consensus of the majority of respondents, for this represents the reality which forms the main axis of the questions. Some authors have pointed out that this phase forms one of the guidelines in interview discussion under the name "delineating units of meaning relevant to the research question" (Hycner, 1985, p. 284).

This kind of analysis has also helped in defining the interviewees' identity in the form of descriptive analysis, including information on certain components of the work environment of the respondents; namely, the nationality of the bank, the job title of each of the respondents, and experience in the number of years worked needed to fulfil the job requirements from each respondent’s perspective.
7.2 THE IDENTITY OF THE INTERVIEWEES

The table below shows the distribution of the interviewees, who were selected according to the nationality of the bank, their job title, and their perception of the work experience in years required for their roles.

Table 7.1: Interviewee codes and characteristics

<table>
<thead>
<tr>
<th>Interviewee code</th>
<th>Description</th>
<th>Bank nationality</th>
<th>Experience years</th>
<th>Job title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-NB1-TM</td>
<td>First interview-National Bank1-Training Manager</td>
<td>National Bank</td>
<td>1-4</td>
<td>Training Manager</td>
</tr>
<tr>
<td>2-NB1-RM</td>
<td>Second interview-National Bank1-Recruitment Manager</td>
<td>National Bank</td>
<td>1-4</td>
<td>Recruitment Manager</td>
</tr>
<tr>
<td>3-NB1-BM</td>
<td>Third interview-National Bank1-Bank Manager</td>
<td>National Bank</td>
<td>10-15</td>
<td>Bank Manager</td>
</tr>
<tr>
<td>4-NB2-HAM</td>
<td>Fourth interview-National Bank2-HR Assistant Manager</td>
<td>National Bank</td>
<td>5-9</td>
<td>HR Manager</td>
</tr>
<tr>
<td>5-NB2-TM</td>
<td>Fifth interview-National Bank2-Training Manager</td>
<td>National Bank</td>
<td>1-4</td>
<td>Training Manager</td>
</tr>
<tr>
<td>6-FB1-HM</td>
<td>Sixth interview-Foreign Bank1-HR Manager</td>
<td>Foreign Bank</td>
<td>1-4</td>
<td>HR Manager</td>
</tr>
<tr>
<td>7-FB1-RM</td>
<td>Seventh interview-Foreign Bank1-Recruitment Manager</td>
<td>Foreign Bank</td>
<td>10-15</td>
<td>Recruitment Manager</td>
</tr>
<tr>
<td>8-FB1-TM</td>
<td>Eighth interview-Foreign Bank1-Training Manager</td>
<td>Foreign Bank</td>
<td>10-15</td>
<td>Training Manager</td>
</tr>
<tr>
<td>9-FB2-TM</td>
<td>Ninth interview-Foreign Bank2-Training Manager</td>
<td>Foreign Bank</td>
<td>5-9</td>
<td>Training Manager</td>
</tr>
<tr>
<td>10-FB2-RAM</td>
<td>Tenth interview-Foreign Bank2-Assistant Recruitment Manager</td>
<td>Foreign Bank</td>
<td>5-9</td>
<td>Assistant Recruitment Manager</td>
</tr>
</tbody>
</table>

The first column in Table 7.1 shows the code for each of the interviewees, with an explanation of each code shown in the second column under the title "Description". As can be seen, the code 1-NB1-TM represents the first interviewee, who worked in a national bank as a Training Manager. Code 6-FB1-HM means that the sixth interviewee worked in a foreign bank as an HR Manager. These descriptions show that the sample included two
Saudi banks and two foreign banks operating in Saudi Arabia. However, the fifth column indicates that the researcher interviewed five managers from national banks and five from foreign ones. As indicated in column five, which shows the job title of each interviewee, these included four Training Managers, distributed equally between the national and foreign banks, and one Recruitment Manager for each group, in addition to an HR Manager, an Assistant HR manager, an Assistant Recruitment Manager, and a Branch Manager. This brings the total number of respondents to ten officials who perform HRM activities directly. The fourth column shows the numbers of years of experience that the respondents think are necessary to fulfil the requirements of each of the jobs shown in column five.

The reason for selecting these individuals was that they were thought likely to be able to provide data related to the actual practices of recruitment and training in the banks, due to their long experience in their field, as most of them had experience of not less than nine years.

In order to identify the role of the recruitment and training of staff in maximizing the effectiveness of personnel, the researcher conducted interviews with those responsible for these activities in both national Saudi banks and foreign banks operating in the Kingdom of Saudi Arabia. This was conducted in particular in the light of the fierce competition taking place in the local and global banking sectors which requires banks to move out of the inner circle of the recruitment process and to search for strategies to enable them to obtain employees with highly professional and social skills (Townsend, 2007). In addition, the two figures below show the relation between the themes, by applying a Pearson coefficient test through NVivo to test the data goodness fit of the themes and study scope as present in Figure 7.1. The second figure shows the relationships between the participants’ characteristics and interview codes.
Source: NVivo outputs

Figure 7.1: The relationships and similarities between the sets of themes

Source: NVivo outputs

Figure 7.2: The relationships between the participants and their codes
7.3 RECRUITMENT STRATEGIES

A recruitment strategy can be defined as a practical approach which includes plans which are designed to attract applicants in terms of different qualifications, experiences, talents and skills through relying on a wide range of recruitment sources from which to choose and employ the best candidates (Olitzky, 2007).

7.3.1 Recruitment Strategies Applied by Saudi Banks

This analysis is aimed at identifying the recruitment strategies applied by Saudi banks in order to employ candidates who have the willingness to be effective employees.

Note: the NVivo coding process presents the themes below as follows. starting with the interviewee category and confirmation ordered from the software described by “coded reference” and then 1-3.10% which represents the number of coding times for a specific quotation and the coverage percentage of the specific quotation from other themes (See Appendix 6). This coding formulation will be applied in this chapter as part of the analysis.

“The strategy of employee recruitment in the bank is based on using several methods and sources of recruitment to get a greater number of applicants. Like attracting talented staff from rival banks.”

“Yes, the best strategy for recruiting the best people is the strategy that relies on using all the recruitment methods and sources in order to get a greater number of applicants. And we apply this strategy in order to achieve HR Department goals, such as employee effectiveness and job satisfaction, etc.”

“Not all recruitment sources are reliable, but one must be sure of some of them. This is because hiring the wrong people will cost the bank large sums of money from these sources: recommendations from some staff to hire people they know, and using some websites. These sources raise the risk of recruiting ineffective applicants.”
“Of course, the use of all methods of recruitment from all sources is the most effective strategy, because it provides the bank with various qualities of applicants, and we apply this strategy in the bank to get the best applicants who can contribute to achieving the goal of customer satisfaction through effective employees.”

It seems from the above extracts that most respondents from the foreign banks agreed that the best strategy for the recruitment of staff is that which uses all methods of recruitment from all sources. According to 7-FB1-RM, foreign banks are more likely to use all methods and sources of recruitment to attract the largest number and greatest diversity of applicants in terms of skills and qualifications in order to achieve the bank's goals through effective employees.

In spite of their agreement regarding foreign banks using a recruitment strategy based on all sources and recruitment methods, 10-FB2-RAM stated that the bank used a recruitment strategy based on several but not all recruitment methods and sources, especially in the recruitment of talented employees, focusing on attracting them from rival banks.

In addition, most of the respondents from national banks showed the same trend in accepting that the use of a mixed strategy for employee recruitment was the best approach. Interviewee 5-NB2-TM presented this agreement by stating that the best strategy for recruiting the best people was one that relied on using all recruitment methods and sources.

Some authors in the literature in this area have indicated that not all recruitment methods and sources are reliable. For example, Robbins and Coulter (2005) have pointed out that e-recruitment may lead to the receiving of job applications from unqualified people. One of the respondents, 2-NB1-RM, expressed reservations regarding the application of a strategy based on the use of all methods and sources of recruitment because some of them, such as recommendations from staff to hire people they know and using certain websites, may lead to hiring the wrong person, which means the bank will bear significant costs.

It can be noted that there is strong consistency between the interviewees' opinions and the outcomes of the quantitative data analysis. The researcher also believes that using a strategy based on a diversification of recruitment methods and sources provides an opportunity for
organisations to adapt to the circumstances faced in the labour market (Alvesson & Willmott, 2002).

7.3.2 Bank Recruitment Strategies

SHRM practices required a high degree of consistency between all components of the organisation, which will be reflected in achieving general goals through having achieved the sub-goals.

"The provision of banking services in an exemplary manner leads to distinguishing the bank from its competitors, and this is the face of harmony between the two strategies. So, engaging a recruitment strategy in an overall strategy will help the banks to know their human resources needs and how they will attract them."

"Yes, there is great harmony between the recruitment strategy and the overall strategy of the bank, because both are aimed at achieving customer satisfaction through effective staff. Basically, it's an equal relationship: as long as there are employees who are skilled and effective, there is customer satisfaction."

"As long as the bank's strategy is compatible with the overall strategy of the Saudi Government to bring Saudi employees instead of foreigners, we see that the strategy of recruitment in the bank is focused on this aspect, with the provision of appropriate training for young Saudis by qualified persons."

"The recruitment strategy is consistent with the overall strategy of the bank in the need to recruit staff, which is characterized by a sense of marketing and open-minded thinking."

Based on the keenness of business organisations to achieve their strategic goals, the strategies of the various departments and sections in the organisation must be derived from and compatible with the overall strategy of the company. According to the foundations of organisation theory, which requires the interaction of subsystems with the overall system, Ramlall (2003) has pointed out that a recruitment strategy should be selected to add value
to an organisation through its consistency with the overall strategy of the company. It is worth noting, therefore, that all the respondents agreed on there being strong consistency between the recruitment strategies applied by their banks and the overall strategies of these organisations.

There are, however, some differences in the respondents’ opinions regarding the manifestations of this harmony. For example, a Training Manager in one of the national banks, 5-NB2-TM, considered that distinguishing the bank from its competitors was a shared goal for the two strategies, while most of the respondents, as represented by 7-FB1-RM, focused on this area and the goal of achieving customer satisfaction through having effective staff. One interviewee, however, 2-NB1-RM, focused on the compatibility between the recruitment strategy applied in a bank and the overall strategy of the Saudi Government’s Saudization, which requires the employment of Saudis instead of foreign workers (Al-Asmari, 2008). The Training Manager in a foreign bank, 9-FB2-TM, viewed the consistency between the two strategies as lying in the need to recruit staff in a manner that is characterized by a sense of marketing and open-minded thinking.

The researcher believes that the keenness of Saudi banks regarding compatibility between various departments’ strategies, including recruitment strategy, and overall strategy comes from the conviction that in the case of the absence of this harmony the work of the organisation would become a confused mess, resulting in greater conflict between sections and departments, with everyone busy resolving these conflicts or addressing them without paying attention to the goals. In addition, because the HR Department is responsible for providing human capital to the other departments in an organisation in order to achieve organisational goals, the recruitment strategy must stem from the overall strategy of the organisation. This imposes an obligation on managers to look to the recruitment process as an organisational strategy which includes practices and activities aimed at attracting the best candidates in terms of high-level behaviour and appropriate competencies (Breaugh, 2008).

The strong consensus in the views of the respondents on this theme is due to Saudi banks applying a style of strategic human resource management (SHRM), rather than traditional human resource management (HRM). SHRM views staff as the most valuable asset of the
organisation. The management of personnel has become a form of strategic management rather than the traditionally administrative (Budhwar, 2000). Therefore, the link between HR activities and the strategic goals of an organisation is an inevitable result of applying a more strategic approach to HRM (SHRM) (Compton & Holbeche, 2009).

7.4 RECRUITMENT SOURCES AND METHODS

The researcher believes that recruitment sources differ from recruitment methods. Recruitment sources can either be internal or external. With regard to recruitment methods, however, some can be used to recruit staff solely from internal sources, such as employee referral and in-company advertising, while other recruitment methods are devoted to recruiting employees from external sources, such as press advertisements, universities, and employment agencies. It is worth mentioning that some recruitment methods can be used to recruit staff from both sets of resources, such as employee referral and e-recruitment.

This distinction between recruitment sources and methods contradicts the material referred to in the chapter devoted to discussing the findings of the statistical analysis of the quantitative data, in which it was found that some researchers and authors had mixed recruitment methods and recruitment sources. Some researchers have listed recruitment methods as sources of recruitment (Robbins & Coulter, 2005; Zottoli & Wanous, 2000) and argued that employee referrals, employment agencies and job advertisements are such sources. Furthermore, Breaugh (2008) considers this confusion between recruitment methods and sources of recruitment as a kind of weakness in these studies. This previous debate is consistent with a study by Tanova and Nadiri (2005), where it was stated that newspaper advertising and the use of employment agencies are formal recruitment methods from external sources, while word of mouth is an informal recruitment method.

As mentioned above, some authors have pointed out that there are certain recruitment methods which are suitable for recruiting employees from both internal and external sources. Employee referral, for example, has been considered a recruitment method from an internal source (Nevaer & Ekstein, 2007), while other researchers have viewed employee referral as a method of recruiting employees from an external source (Tanova & Nadiri, 2005). Therefore, the researcher was careful to formulate interview questions that separated recruitment sources and methods.
7.4.1 External and Internal Recruitment Sources

Many HRM practitioners and researchers believe that relying on both internal and external sources of recruitment is the best practice. The following discussion will address to what extent these practices are applied in Saudi banks.

“\textit{We use internal sources, especially employee referral, to fill important vacancies, as the employee who is already working in the bank has a better understanding of new job recruitment and customer needs than an employee from outside the bank. But when the bank needs new employees, or talents which are not available inside the bank, we use external sources to attract them. And I believe that the sources mentioned above are most likely to create employee effectiveness.}”

“As I told you, the recruitment strategy we have followed is based on the use of all sources because each source has its advantages. Therefore, a higher number of sources used means diversity in the advantages of recruiting people, which leads to getting applicants who have the ability to be effective.”

“\textit{From my point of view, this depends on the job itself, and the experiences and qualifications needed to fill it. And if the job is an operational job, I can see that internal sources are the best, but if the job is specialised, external sources are better.}”

“We focus firstly on internal sources, and for some job vacancies we turn to using external sources. For external sources, the employee referral method is more likely to create employee effectiveness, but with external sources, new university graduates are the best because the bank can easily modify their behaviour.”

It can be noted here that all the respondents confused recruitment sources and recruitment methods, which means that the main objective of this theme is to identify the recruitment sources that are most likely to be relied upon by Saudi banks to fill a job vacancy. Despite this confusion, however, one can conclude that most of the respondents indicated that both
internal and external sources of recruitment are likely to be used by Saudi banks, regardless of the nationality of the bank. A Training Manager from a national bank, 5-NB2-TM, stated that the bank firstly focuses on internal sources but, for some job vacancies, turns to external sources.

The national banks show almost the same trend in this field as, according to 1-NB1-TM, the use of internal or external sources of recruitment depends on several factors, such as the job itself and the qualifications and experiences required to fill it. The bank, therefore, prefers to use internal sources if the job is operational but, if the job is more specialised, an external source is preferred. There are also points of convergence between the views of the respondents from both the national and foreign banks on the motives for using internal sources of recruitment. This was indicated by 4-NB2-HAM and 7-FB1-RM, who reported that an existing employee who already worked in the bank knew the customers and their needs and, therefore, had a better understanding of the requirements of the new job and the customers than an employee from outside the bank.

One of the interviewees, 3-NB1-BM, had a different view, suggesting that the use of external sources of recruitment was better because they provided the bank with new blood, which meant more activity, and he believed that using employment agencies provided the bank with talented people who were already effective. The researcher believes that the reason for this interviewee’s opinion may be due to what has been stated by Robbins and Coulter (2005), in that the availability of adequate knowledge about the recruitment and challenges of the industry to which an organisation belongs within employment agencies may encourage organisations to adopt them in the process of recruitment.

Recruitment sources, whether internal or external, may reveal the whereabouts of applicants, but recruitment methods are the practical actions required to attract the best from amongst them. This will be discussed in the following sub-section.

7.4.2 Optimum Recruitment Methods

As a consequence of the diversity of recruitment methods, organisations may focus on some of these methods more than others. The debate here, therefore, is intended to clarify
the most important methods of recruitment from the point of view of HR managers in Saudi banks.

“*The most important methods of recruitment followed by the bank are universities, employee referral, and press advertising. And the nature of a vacancy plays a role in determining the best way when there is a need for new employees. Recruitment through universities may be the best, but when we need experienced people we use internal announcements and recruitment agencies.*”

“*Firstly, we use the internal announcement method for existing employees about a job vacancy, and if we do not find the right person, we turn to using external sources, such as universities and press advertising. But, if the vacancy needs high qualifications and extensive experience, we prefer to resort to recruitment agencies with an excellent reputation.*”

“*The method most commonly used in the bank is applying for employment through our website. But in the highly professional jobs, we tend to use employment agencies and word of mouth.*”

From the respondents' perspectives, it can be noted that all those from foreign banks had the same point of view regarding the recruitment methods most likely to be used by foreign banks operating in Saudi Arabia. They identified some of the recruitment methods which were more suitable for recruiting employees from external sources, as well as identifying other methods more suited to recruiting from internal sources. According to 10-FB2-RAM, the most important methods of internal recruitment were employee referral and internal advertising, and for recruiting from external sources the bank relied on universities, whereas for managerial positions the bank tended to use its website or employment agencies. Another interviewee working in a foreign bank as a Human Resources Manager, 6-FB1-HM, stated that the bank turned first to using employee referral and internal advertising for recruiting internally, and if it was not able to find the desired person turned to coordinating with universities and educational institutions. For the recruitment of experienced people, however, the bank mostly used recruitment agencies. Therefore,
according to 8-FB1-TM, foreign banks followed specific methods of recruitment from external sources, such as graduates from local universities, in addition to the bank's website, while for recruiting experienced people these banks relied on employee referral and employment agencies.

As for the national banks, they tended to act in a similar manner, but only partially, as 1-NB1-TM stated that the methods used to fill a vacancy, such as internal announcements, employee referral and the bank’s website and recruitment agencies for vacancies at higher levels, were in addition to offering financial and moral incentives to attract talents from rival banks. It is also known that incentives in this area can play a critical role in employees changing their workplace if they feel they are not being rewarded for their merit and talent (Ready et al., 2008). It can be noted here that the methods mentioned are rather different from those used by foreign banks. Another point of dispute can be seen in the words of a Training Manager from one of the national banks, 5-NB2-TM, who stated that the method most commonly used in the bank was applying for employment through the bank's website and, for highly professional jobs, the bank tended to use employment agencies and word of mouth.

From the previous analysis, it can be concluded that the most important and common recruitment methods are internal post and bank website, university milk rounds (Branine, 2008), employee referrals and employment agencies. The interviewees also indicated that recruitment methods implemented by Saudi banks are multiple, depending on the nature of the job vacancy.

If we examine the respondents' answers, most of them reported that Saudi banks tended to recruit graduates from Saudi universities. In this regard, the researcher believes that the preference of Saudi banks for recruiting new employees from graduates of Saudi universities is a response to the policy of the Saudi Government on employment, which requires the employment of young Saudis instead of foreign labour. By applying this method of recruitment, Saudi banks will reap many advantages of Saudization, such as a contribution to serving the government strategy that aims to create job opportunities for Saudis and reducing the unemployment rate (Al-Dosary & Rahman, 2009). In addition to what has been stated in the literature, when selecting young employees from new graduates
it is easier to change any undesired behaviours and to influence their impressions of the bank’s goals (Jong & Ruyter, 2004). Strong consistency with the results of the quantitative data analysis can be observed, the latter demonstrating that from among the various recruitment methods, the first rank was occupied with the method of recruiting graduates from universities.

7.5 TRAINING METHODS IN SAUDI BANKS

Yang et al. (2009) have suggested that training is the best way to provide staff with the skills and ability to deal with and adapt effectively to environmental changes in the business world. This is especially the case in the present era, which is characterized by the highest levels of complexity, whether resulting from crises, globalization, open markets or a number of other factors.

Some researchers have regarded training as a relationship based on mutual benefits between an organisation and its employees (Tanova & Nadiri, 2005). The researcher believes that these may have been affected by social exchange theory, as organisations consider that training is a method and activity designed to develop the skills, knowledge and behaviour of employees which ultimately benefits the employer through the possession of the skills and competences required for current and future tasks.

Training methods differ according to several factors. Training may be conducted during the performance of job tasks, called “on-the-job training”, and this method is simply classified under internal training. Another example of internal training is the lecture, which can be managed by one or more of the senior employees and given to employees at lower levels in the organisation. In this case, and regardless of the venue for the training, it is considered to be “off-the-job training” (Pei & Yu-Shan, 2007) and is classified under internal training. This analysis will establish whether training in the banks is internal or external, applies to all methods of training, for example training through video, and if it is possible for it to be offered by the same organisation or by a third party. The concentration of the researcher during the interviews was, therefore, on the training methods, rather than the training source.
7.5.1 Implementation of Training Methods

This theme includes several aspects relevant to the training process in Saudi banks, such as the amount of the bank’s attention paid to training and training methods and the role of gender differences in selecting training methods.

“We rely on specialised rehabilitation training programmes in order to increase the efficiency of staff. We also use external training methods especially for women in accordance with Islamic cultural respects, by having permission from their guardian to allow them to travel. As for training through technological means, we use audio, video, and workshops.”

“We have several ways to train and develop staff. The most important are that we have a ‘site on the internal information network’ which shows the developments in the work and how to organize work, in addition to providing advice and guidance. We also have ‘periodic meetings’ to transfer knowledge, experience and capabilities and ‘intensive training courses’ to develop employees in banking and administration.”

“After identifying the training needs for each employee, we choose the training course which will improve the employee’s productivity by using internal and external training, focusing on simulation methods and conferences for the top management level.”

“We choose training programmes in the areas of finance for the expansion of the culture of the employees, such as WTO agreements and methods of money laundering. These programmes enrich employee knowledge and skills in acting effectively.”

First, it should be explained that the purpose of this theme is to identify the role of the training methods applied in Saudi banks, but it should be noted that a few of the respondents mentioned the training methods applied in the banks that they represented, without any reference to the role of these methods. For example, 7-FB1-RM reported that the bank followed modern methods of training, including simulation and visual technology.
As for training within the bank, on-the-job training and, sometimes, lectures were used. In addition, 4-NB2-HAM followed the same approach, when he said that "the bank relies on sending staff to external courses in some fields not available internally. And we hold internal sessions and workshops as needed in addition to on-the-job training". From these observations, it can be concluded that a foreign bank is more likely to use technological training, including simulation methods, while the national bank above essentially focuses on external training by sending its staff abroad in addition to attending internal sessions.

Here the researcher finds it useful to cite what has been stated by Nikendei et al. (2005), in that an organisation must identify the goal of training first and then choose the training method; for example, role-play is a widely-used method in the field of communication training.

In spite of the opinions of the interviewees above, the rest of the respondents, whether from national or foreign banks, reported that their banks relied on several training methods, namely the simulation method using video technology, workshops and on-the-job training, and conferences for the top management level. In this regard, 8-FB1-TM reported that "we follow a mechanism to assess the staff to know the weakness of each employee". According to this activity, an HRM department can identify training needs through coordination with the supervisors, and the bank focuses on collective training methods such as workshops, videos, and lectures. One Training Manager in a national bank, 5-NB2-TM, reported that female workers had a special training course which was usually conducted using video and organized by a female trainer. This refers to the Saudi cultural value which favours gender segregation, so women feel more liberated when they work with women, while men similarly prefer same-sex groups (Hamdan, 2005).

As for the role of the training methods applied in Saudi banks, the respondents from both the national and foreign banks agreed that the main objective of employee training was achieving the goals of the bank, and that the roles of training methods included the following: 1-NB1-TM: developing staff skills and increasing their effectiveness; 2-NB1-RM: increasing the efficiency of staff; and 3-NB1-BM: developing employees in banking and administration. However, 9-FB2-TM indicated a different role for training in a bank, reporting that the bank chose training programmes in specialised areas of finance, such as WTO agreements and methods of money laundering, in order to provide the employees
with new knowledge to enrich their skills in acting effectively. It can be deduced that the role of training methods in Saudi banks is the same across the banks, but is known by different names.

According to the previous analysis, Saudi banks mostly seem to rely on all training methods in the process of developing the behaviour and performance of their employees. There are, however, some differences in the training methods used from bank to bank which are due to several factors, such as training needs, a trainee's gender, the purpose of the training programme, nominations by supervisors, and an employee’s situation in terms of being newly recruited or a current employee.

Although Saudi banks use most training methods, they concentrate more on some of them. These banks tend to focus on simulation-based training by video, which is quite consistent with what has been mentioned previously when ranking the methods of training according to their importance from the viewpoint of the members of the sample. The outcome of the quantitative data analysis has confirmed that the method of simulation-based training using video technology occupied the first rank among the training methods considered. Moreover, Hurn (2011) has stated that simulation-based training is commonly used in business training.

7.5.2 External and Internal Training Sources

The main purpose of this theme is to highlight the reasons for any preference Saudi banks have for on-the-job training as an internal source of training or off-the-job training as an external source of training.

“There is no doubt that on-the-job training is more effective than off-the-job training. This is because trainees see and hear and truly practise the task, rather than receiving theoretical training.”

“Yes, on-the-job training is more effective because it focuses on the real work, includes behavioural assessment and is closely related
with work step by step. Besides, there is the mutual experience between employees from different departments.”

<Internal\9-FB2-TM>

“Yes, on-the-job training is more effective because it puts the employee in the working atmosphere and reduces the absenteeism which may be caused by external training, in addition to the high cost of external training.”

<Internal\7-FB1-RM>

“On-the-job training is more effective because it allows the exchange of experiences between employees and focuses on real transactions. While off-the-job training does not go beyond theoretical information, and I see it as suitable for supervisors and department managers.”

Most of the respondents, whether in national or foreign banks, reported that the banks in which they worked preferred using internal training sources, specifically on-the-job training, because it was more likely to be effective in providing practical skills for employees than the theoretical information associated with off-the-job training as an external training source. The managers provided many reasons for their preference for internal training sources. According to 1-NB1-TM, "the trainee sees and hears and truly practises the task", while 2-NB1-RN attributed his preference for internal training to the idea that external training may lead to exposure of the bank’s secrets to competitors. The literature on the subject has indicated the need for maintaining confidentiality regarding company information during collective training workshops, conferences and online communication (Swartz, 2006). In addition, 3-NB1-BM stated that on-the-job training was more effective because it focused on real work and included behavioural assessment, and is closely related with working step by step. However, 7-FB1-RM reported that his bank preferred to rely on internal training sources because on-the-job training allowed the exchange of experience among employees. This result is entirely consistent with the outcome of the quantitative data analysis; in which 74% of the respondents agreed that on-the-job training was more likely to be practised by Saudi banks because it drives employees towards a customer focus. Moreover, the literature on training is not devoid of the preference of many researchers for on-the-job training, as they state that on-the-job training achieves speed in acquiring the basics of effective job performance (Rothwell & Kazanas,
2004) and is preferred by employees because it can provide them with the opportunity for promotion and higher wages (Evertsson, 2004).

Although most of the interviewees showed a general acceptance of internal training sources, one Training Manager in a foreign bank, 8-FB1-TM, had different ideas. He argued that off-the-job training was better because it changed the routine, especially if technology such as video films was used in training, regardless of the high cost of this training. In the researcher's view, it seems that this interviewee had missed the fact that the use of video in training is not limited to external training but it can be used within a bank. 4-NB2-HAM pointed out that the bank relied on both sources because off-the-job training aims to provide employees with the optimal methods for performing their work, while on-the-job training represents the use of these methods in the workplace. This trend was supported by the report issued by the Gulf Talent official website, in which a questionnaire was distributed which included questions about training. One of the respondents to this website stated the following: "They give you courses and let you learn, they send you to Dubai and the US to develop yourself, so you can advance in your field" (GulfTalen.com, 2011, p. 7).

7.5.3 Effective Employee Behaviour and Performance

This theme aims to illustrate the impact of the best training programmes on improving employee behaviour and performance. This is because effective training programmes provide employees with new knowledge and contribute to improving their skills.

“Firstly, we work to find the sales skills among the staff through the assessment of behaviour (respect for customers, politeness, good appearance, etc.) and increase product knowledge, and then we push those employees to study competitors to identify their strengths and weaknesses and use them in marketing.”

“Through awareness campaigns for employees about the importance of the standardization of the service and making the utmost effort to serve the client.”
“We hold training courses specialised in customer service to reflect the results of how to deal with clients and respect them as befits the stature and reputation of the bank. Therefore, the customer is considered to be the real measurement element inside the bank for testing many things, like employee effectiveness and the quality of the training programme.”

“Yes, the goal of training is development, and when employee behaviour and skills are developed, this improves their performance. After that we expect the height of quality in dealing with customers, which results in the assumption of employee effectiveness.”

Most of the interviewees working as training and human resource managers in the banks agreed that the banks invested in employee training because the new skills and behaviours learned were reflected directly in their dealings with customers. They also believed that serious and effective training was one of the main contributors to modifying employee behaviour and developing performance. For example, 2-NB1-TM stated that the role of training in directing employee behaviour and achieving improved performance could be observed "through customer care and meeting his needs and respecting him and listening to his suggestions. All of this will increase public demand to deal with the bank, which means that we achieve goals such as profitability and expand the market share". If the definitions of effective training which were mentioned in most of the literature are investigated, they are in harmony with this trend, as Cipd (2008) reported that training was the next step following a candidate’s employment, for the purpose of modifying his behaviour to a pattern desired by the organisation. Meanwhile, three other respondents focused their answers on the subject of how to assess the role of training in improving the performance and behaviour of bank employees in achieving goals. One respondent, 1-NB1-TM, mentioned some of the means for conducting this assessment, such as quarterly programmes to assess employees' competencies; 5-NB2-TM stated that this could be achieved through comparing actual achievements with the planned goals; and 9-FB2-RAM favoured informing the trainees about the bank's goals and the role of training in achieving them.
It is known that the core of business organisations and their presence is the client. The client is becoming increasingly more important in service organisations compared with organisations that sell tangible products, as the client in the latter case buys a certain product and uses it for a long time, regardless of where he or she bought it in many cases. In the service sector, however, especially the banking sector, the client will be looking for a bank that offers all banking services and maintains the confidentiality of its dealings, whose employees are characterized by the ability to deal with customers with respect and a smile. According to Imamul and Taranum (2011), being customer friendly is a very important issue in the banking business.

Since a bank's customers are often merchants, intelligent and senior owners of capital, these clients are interested in dealing with people who are decent and attractive in terms of dress and personal hygiene, are in a clean environment, and have accuracy and a reasonable amount of speed in the provision of banking services, in addition to banks being able to provide advice and guidance. In addition, because banks now offer the same services to their customers and the prices are nearly equal, as they are set by the central banks, the competition between banks has turned from being concerned with price to achieving customer satisfaction using the tools mentioned above and which are demonstrated by the human capital possessed by the bank.

The competencies and abilities referred to above are not born in a person but acquired by learning and training. Therefore, the debate on this theme aimed to identify the role of training in the development of employee behaviour and performance from the viewpoint of the interviewees who represented Saudi banks.

In this regard, the researcher believes that the assessment of training is important but that Saudi banks, according to the answers of the interviewees, prefer on-the-job training and, therefore, direct assessment of training must be conducted rather than waiting three months. This means that those three interviewees that mentioned the above seem to have mixed training assessment and a survey of training needs. Moreover, since the dialogue under this title deals with performance and the behavioural side, one must be aware that training for the acquisition of knowledge alone is not enough to change behaviour. Food safety training,
for example, is one of many factors which can affect behaviour through health and safety awareness (Roberts, Barrett, Howells & Brannon, 2008).

7.5.3.1 Incentives and Rewards Training Programmes

In some organisations, upgrading an employee to a higher functional position requires him or her to pass certain training courses and, therefore, the employee and the organisation will tend to deal with employee training as an incentive to develop the employee.

“Yes, training may help the employee to get a higher position or a better job opportunity. And this is a natural result of training because the more skills the employee has, the greater the opportunity for promotion.”

“Yes, there is a direct correlation between skills, competencies, salaries, and the incentives system. And because skills and competencies are usually built through training, we can say that training is linked with the reward system indirectly.”

“Yes, we have a training programme for six months, and after passing it the graduate gets some material privileges such as a salary increase, which increases the desire for training. Also, the bank provides a long training programme as an incentive for the employees by enrolling them in the best HR institute to do some courses inside and outside Saudi Arabia. Although, with female employees, the bank provides internal courses as they can't travel alone due to Islamic and cultural reasons.”

“Yes, training may be an incentive to upgrade, but we are dealing with training as a right for all and needed by all to achieve goals. And we believe that an effective employee considers training as an incentive, because training enriches his knowledge and skills.”

Most of the respondents, whether in national or foreign banks, stated that there is a direct link between training and incentives and rewards in the banks where they work. For
example, 1-NB1-TM reported that an employee acquires some material privileges, such as a salary increase, after passing a six-month training programme. In addition, a Training Manager in a foreign bank, 8-FB1-TM, stated that the bank used both financial and moral incentives in order to motivate employees towards training. In one of the foreign banks, as stated by 7-FB1-RM, training led to two kinds of incentive: a high-level grade and financial inducements.

Some of the interviewees referred to an indirect linkage between training and the incentive system in their banks. For example, 5-NB2-TM reported that there was no relationship between incentives and training but stated that achieving the bank's goals was the basis of the incentives; because employee training helps in achieving these goals, it can therefore be said that there is an indirect relationship between training and incentives. One interviewee who showed a different philosophy regarding training was 9-FB2-TM, who viewed training itself as an incentive because it supported an employee's skills and his career.

Training has been defined as an ongoing activity within an organisation, which is aimed at providing trainees with the skills and knowledge needed to perform their functions now and in the future (Denisi & Griffin, 2005). In other words, training is an activity aimed at human resource development and improved efficiency. From these definitions, it can be concluded that something is expected to happen in the future which is linked to the relationship between employees and the organisation. Through the analysis of this relationship, according to the theory of social exchange (Corpanzano & Mitchell, 2005), an organisation through its strategic management of human resources provides training opportunities for employees to develop their skills and talents to ensure their retention in the organisation. In order to achieve this goal, the organisation will work to entice staff into training by linking training with incentives. Moreover, such a practice will protect the organisation against confusion in the case of the absence or resignation of any of its employees, because an alternative who has already been trained will be ready to take over the new post (Richard & Swanson, 2009).

From the above outcome, a mutual benefit has been achieved for both the organisation and its employees, as the organisation will not need to recruit people from outside for some job vacancies because it can fill these posts from its trained staff. This ultimately means lower
costs and the retention of employees who know the nature of the work of the organisation and the needs of its customers to a greater extent than recruits from outside the organisation. This is consistent with what was stated by the interviewees, who reported that banks used the method of employee referral in the recruitment process. On the other hand, employees are more likely to stay to reap the benefits of training, such as upgrading their posts and promotion to senior positions, which generates financial and moral incentives.

According to this analysis, it can be concluded that the training process plays a role in employee motivation towards the achievement of development through training programmes. For Saudi banks, there is a kind of link between training and incentives; in some banks there is a direct link, while in other banks there is an indirect link between training and the rewards system.

### 7.5.4 Training Transfer

The most important benefit of training is to transfer what the trainee has learned to the workplace. The following quotations explain how supervisors in Saudi banks can ensure this transfer.

**<Internals\3-NB1-BM>**

“We make sure of this by assessing performance periodically and frequently, and we use client questionnaires in this area in addition to the undercover client, which is considered the most reliable method in the bank.”

**<Internals\5-NB2-TM>**

“We do this by direct contact with the employee and his supervisor to follow up his performance quarterly. And through customer feedback and complaints."

**<Internals\8-FB1-TM>**

“Through assessing their performance after each training session, by supervisor reports and customer questionnaires. Observation also takes place in this area.”

**<Internals\9-FB2-TM>**
“Through continuing supervision, both systematic and random, and setting standards of good performance to be compared with the actual results. This evaluation may lead to repetition of training.”

It is clear that all the respondents agreed on the methods that the banks they represented used to make sure that trainees transferred and applied what they had learned during training to their jobs in the workplace through different means. For example, 10-FB2-RAM indicated that the bank used close contact with the employee, customer complaints and supervisor reports in this area. This represented the general trend amongst all the respondents. Some respondents specified actual procedures for implementing these means: 1-NB1-TM reported that his bank sent a questionnaire to the supervisor one month after a training course, and 3-NB1-BM stated that the bank assessed performance periodically and frequently used client questionnaires and undercover client.

Foreign banks also applied this approach: 6-FB1-HM stated that the bank distributed a questionnaire to customers one month after each training course, while 7-FB1-RM added that contact with customers was made through the bank's website and phone banking. The bank also took customer feedback seriously in evaluating employee performance and behaviour. The most practical answer, in the researcher’s view, was that of respondent 9-FB2-TM, who stated that the bank made sure of having effectiveness through continuing supervision, both systematic and random, and by setting standards of optimal performance to be compared with the actual results, with the possibility that such an evaluation would lead to repeat training.

To make sure that training has benefited a bank and its employees means ensuring the effectiveness of training, which is evaluated through the application of its output in the workplace. Therefore, organisations must ensure that training enables employees to perform their jobs more effectively through providing them with comprehensive knowledge and the required skills (Blanchard & Thacker, 2007).

7.6 SAUDI CULTURE AND TRAINING METHODS

The dominant culture in Saudi society is mostly generated by the Islamic religion but there are also some tribal habits that can affect many aspects of daily life, such as nepotism in
employment and differentiation between the sexes. It is useful, therefore, to know how these habits affect recruitment and training in Saudi banks.

“I think that employing through nepotism and cronyism may impede the development of the bank, as the bank bears the high cost of employees who come by these ways, in another meaning, the "wasta" way. Meanwhile, the bank does not benefit from such employees. Dealing with these cases is determined by the interviewer of new applicants.”

“I believe that widespread nepotism and cronyism is a result of the social culture and the tribal customs. Therefore, managers in the upper levels of management are exposed to community and family pressure to hire people regardless of their efficiency, and this in my view affects the bank and its clients very negatively. However, the bank has developed some procedures to get rid of these pressures, and the most important is a proficiency test for applicants, in addition to interviews, so as not to employ any person without them passing the test successfully.”

“First part: employment through nepotism and cronyism, such as hiring relatives, is very low in the bank because of the stringent measures approved by the Board of Directors. The second part: yes, it has a negative impact on effectiveness. This is because an employee who was employed through nepotism and cronyism will feel suspect to colleagues as well as customers.”

“Certainly, employment by nepotism and cronyism adversely affects the effectiveness of employees. In order to avoid these pressures, there are committees in the bank responsible for recruitment, interviewing and selection.”

With regard to the impacts of Saudi culture on the training process, the interviewees indicated the following:
“But some training methods cost the bank higher expenses to apply because they need to organize two programmes, one for male employees and the other for females. The reason behind this is social and due to the Islamic culture. Nevertheless, these days the whole situation between the sexes is getting more open in the work environment.”

“The bank provides long training programmes as an incentive for the employees by enrolling them in the best HR institutes to do some courses inside and outside Saudi Arabia. Although, for female employees, the bank provides internal courses as they can't travel alone due to Islamic and cultural reasons.”

“For instance, female workers have special training courses, which usually involve video, and courses organized by female trainers. This refers to the part of Saudi culture where women feel more liberated when they work with women, and the same situation arises with men.”

This theme tackles the impacts of Saudi culture on employee recruitment and training processes in Saudi organisations because of the widespread use of nepotism and cronyism in employment and the preference for males rather than females in many fields in Saudi society, considered to be the main components of Saudi culture. The researcher has separated the debate into two causes and effects: firstly, the influence on Saudi culture represented by the role and impact of nepotism and cronyism in the recruitment process; and secondly, the impact of employee gender on the training which a bank provides to men and women.

It is noted that all the interviewees recognized the existence of nepotism and cronyism inside the fabric of Saudi culture. It can be deduced from the managers' responses that the phenomenon of the intervention of nepotism and cronyism (wasta) is widespread, especially in the employment process. Respondents also showed total conviction that an employment process conducted through nepotism and cronyism negatively affects employee effectiveness and the bank as a whole. For example, 10-FB2-RAM stated that employing through nepotism and cronyism may impede the development of a bank. Most
of the interviewees reported that the banks were resisting recruiting through methods involving this social disease, because of the highly negative impacts that may occur. In this regard, 3-NB1-BM stated that employment through nepotism and cronyism adversely affected the effectiveness of employees. In order to avoid pressure from influential people regarding hiring a certain person, the bank had introduced a committee which was responsible for recruitment, interviewing and selection. The researcher believes that such action could lead to two conclusions: namely, eliminating employment through nepotism and cronyism, and saving the face of managers experiencing pressure from influential people, because the committee was the decision maker in this regard. This initiative may benefit organisations working in communities dominated by similar cultures, as some of the literature indicates that recruitment through nepotism and cronyism is widespread in most countries of the world to varying degrees (Hooker, 2008).

One Training Manager in a national bank, 1-NB1-TM, reported that employment through nepotism and cronyism, such as hiring relatives, was very low in the bank because the Board of Directors had set stringent measures for employee requirements. This had been implemented because an employee who was employed through nepotism and cronyism would feel superior to colleagues and customers. Another of the interviewees, 4-NB2-HAM, reported that the bank was trying to eliminate employment by nepotism and cronyism through gently apologizing to the intervening person in regard to the bad effects on employees and the bank. However, a Training Manager in a foreign bank, 9-FB2-TM, reported that it was possible to employ a limited number of recommended staff in the case where this brought benefits for the bank, such as receiving deposits of a large amount.

The intervention of nepotism and cronyism in the employment process in Saudi Arabia stems from cultural factors that distinguish the Saudi community. Some of these factors can be attributed to Islam, especially by authors who do not know the Islamic religion or are biased against it. Islam calls for relations between people to be based on love and brotherhood, as the Prophet Muhammad (peace be upon him) stated that "None of you believes until he loves for his brother what he loves for himself". Islam also calls for the young to respect the elderly. This does not mean that the young must respond to all requests from the elderly, but apologizing gently if it is not possible to implement some requests is regarded as a way of showing respect. At work, from the Islamic perspective, respect does
not mean that someone must be hired because he is a relative or recommended by elders, such as the father of the manager, for example, or one of the owners of influence, without being qualified for the job. Such practices have, however, imposed themselves in many communities and become part of the culture of that society, and in the Kingdom of Saudi Arabia they have been regarded incorrectly as having a religious nature. Islamic history has pointed out many Hadith and practices relating to work and employment, as stated in the Hadith of the Prophet Muhammad: "The best to hire are the strong" (Abu-odeh, 2008). Perhaps the isolated incident of Khalid Bin Walid, an Army Chief, is a clear reference to challenge the role of nepotism and cronyism in filling positions in the Islamic state. A letter from Abu Baker reached Abu Obeida asking him to step down as Army Chief and deliver the duty to Khalid bin Walid, due to his extensive military experience (Diab, 2007).

Nevertheless, employee recruitment and selection in Saudi organisations has been affected by both the tribal nature of the society and the communal relationship that strengthens nepotism and subjectivity in the selection process. Therefore, managers have found themselves forced to comply with common societal expectations to employ relatives, friends and those who have the power to employ anyone (Ali, 2009). Such an experience was reflected in the statement by 5-NB2-TM: “Honestly, I would do anything to help one of my relatives to get a job here”.

As for the impact of the dominant culture in the Kingdom of Saudi Arabia on staff training, this seems clear from the answers of those interviewed. Interviewee 10-FB2-RAM pointed out that some training methods cost the bank a great deal of expense because for cultural reasons the bank was forced to organize two training programmes, one for male and another for female workers. This separation between men and women, even in training and education, is due to the Saudi culture, which forbids mixing between genders. The real problem in this respect, however, is that those who support this trend claim that Islam forbids such mixing. It should be noted that Islam is innocent of this charge because, as mentioned earlier, Islam has forbidden seclusion and does not prevent mixing for noble purposes such as training, education and medical treatment (Metcalf, 2010).

Another of the interviewees reported that the bank provided internal training courses for female employees because Saudi culture prevents them from travelling alone. This trend is
represented by a silent governmental law that denies certain rights for women, including the freedom to travel and equal access to education and employment opportunities (Mtango, 2004). Thus, it is prohibited for Saudi women to travel without being accompanied by their husband or a chaperone, such as a brother, uncle, grandfather, etc. and, therefore, every Saudi woman must have a male guardian who gives permission for her to leave the country (Human Rights Watch, 2008).

7.7 EMPLOYEE EFFECTIVENESS

The banking sector in Saudi Arabia is witnessing continuous advancement, which means that it relies on effective staff in terms of their performance and behaviour. The question here is: what is the role of training and recruitment methods in achieving this effectiveness?

“Yes, I believe that the recruitment and training methods used by the bank mainly contribute to achieving employee effectiveness, especially for new employees, because the role of the recruiter is to orient the applicant’s understanding that customers are always searching for a bank which can satisfy them.”

“Yes, HRM activities are essential to achieving employee effectiveness through recruiting the best people and selecting the elite from these people and refining their skills by training. Moreover, the bank focuses on these practices more than others, as they are integrated with each other.”

“Yes, the selection of the applicant from several people is built on standards, including personal standards such as outer appearance and the ability to listen and the power to influence, and standards related to educational level and talent and skill. By effective training, the bank can get effective employees.”

“To know how and from where I can get the right people in order to select the best of them, giving them the opportunity to prove their
From the perspective of the interviewees, methods of recruitment and training play a significant role in achieving employee effectiveness. For example, 1-NB1-TM pointed out that correct selection and proper training are key to the effectiveness of staff. All the interviewees agreed with this, although with different understandings of the concept of effectiveness. For instance, 10-FB2-RM stated that employee effectiveness could be achieved if an employee were characterized by standards such as good outward appearance, the ability to listen and the power to influence, besides talent and more advanced skills, while 2-NB1-RM linked employee effectiveness with customer satisfaction, and 7-FB1-RM considered that employee effectiveness was reflected in the competitiveness of the bank.

In this regard, the literature did not state a specific definition of employee effectiveness. The most common definition was that employee effectiveness is the entire positive contribution made by the employee to the organisation (Riordan et al., 2005).

From the other side, most of the interviewees focused on the roles of the recruiter and trainer in the achievement of employee effectiveness. The researcher believes that this focus stems from the fact that the recruiter is the first person to meet the recruits, at which time he can affect a candidate's behaviour and impressions, especially if the recruiter is an effective person. In this regard, 1-NB1-TM pointed out that recruiting the best applicants depends on the strength of the influence of the recruiter during the interview in order to achieve the two goals of a successful interview, as mentioned previously: marketing or branding the organisation to influence the applicants, and evaluating the applicant's ability and willingness to work efficiently. To this, the researcher suggests adding a crucial role to the recruiter’s function, which is the search for the required people from any of the recruitment sources. After finding these people and employing the best applicants from among them, the role of training and the effectiveness of the trainer moves to familiarizing them with the duties and functions that they will occupy and the targets of the organisation that will be realized because of their efficiency and effectiveness. As evidence of this trend by Saudi banks, 6-FB1-HM stated that the optimum practice of HRM activities involved
the role of the recruiter in influencing the impressions of the applicant by making him feel that he will work in an effective bank and then, through appropriate training, employee effectiveness could be achieved. This seems to be consistent with what has been stated by Stumpf et al. (2010) regarding recruiting the most responsive individuals to become active members of the organisation.

Therefore, it can be said that the integration between the recruitment process, including recruitment methods and sources and the roles of the recruiter, with the training process, including training methods and trainer efficiency, are the keys to achieving effectiveness.

One Training Manager in a foreign bank, 8-FB1-TM, summarized the researcher’s point of view by the following: "To know how and from where I can get the right people in order to select the best of them, giving them the opportunity to prove their abilities, and supervising the training of on-the-job skills, including the impact of their behaviour and performance, I consider that I've got an effective staff."

7.8 SUMMARY

This chapter has been devoted to the analysis and discussion of the qualitative data that were collected through personal semi-structured interviews with the officials of the human resources departments of the four banks included in the study sample. The backbone of the analysis and discussion of the qualitative data collected by the interviewer was the themes created by the researcher. Qualitative data are an important part of this research, which has been conducted according to a triangulation approach. Therefore, the analysis of the qualitative data was thematic, which required the researcher to specify a title for each theme and code the interviews using the NVivo technique.

For the purpose of analysing the data collected through the interviews for this research, the coding process was carried out according to each interviewee’s job title, the name of the bank, experience in years, and job situation. In this research ten officials were interviewed in order to obtain their opinions about the interview questions, which were open-ended. The analysis of the respondents’ answers to the questions was conducted according to the themes created by the researcher. Any similar answers were compiled in terms of content
and expressed through citing a stronger and more comprehensive answer which represented this similar group.

The findings of the thematic analysis of the qualitative data showed a high degree of consistency with the outcomes of the quantitative data with regard to the study focus and questions regarding the recruitment and training methods in achieving employee effectiveness with a consideration of cultural effects. The consistency of the findings and discussion in this chapter with the quantitative findings indicates a maximizing of the reliability and validity of the research content.

The forthcoming chapter will shed light on the research conclusion, which will summarize the research chapters and draw together the research implications and contributions, along with suggestions for future research.
CHAPTER EIGHT: CONCLUSION

8.1 CONCLUSION

A great deal of literature has indicated that the role of human resources in determining and improving performance in service organisations is more important than their role in other sectors (Bartel, 2004). According to this fact, service organisations including banks must work to understand and enhance the role of their human capital, in order to stand strongly in a fierce competitive environment. where, as mentioned in the introduction of this research, competition between banks no longer relies on prices, but it relies more on the manner in which of services are to customer provides (Ramlall, 2002).

Therefore, the problem of this research focuses on how Saudi banks practise to harness the activities of employee recruitment and employees training and development to achieve employees’ effectiveness in terms of, guiding; performance and behaviour towards customer service. This research has not relied on pre-hypotheses to be tested through the statistical measures to express the relationship between the research variables, such as Pearson correlation coefficient, but rather on how each of the independent variables (recruitment strategies and methods, and training methods) can contribute in achieving the dependent variable (employee effectiveness). Accordingly the researcher has developed the conceptual framework of this research by reference to Devanna et al. (1984).

Through insight into this conceptual framework, one can conclude that it includes the variables of the research inside the triangle, while, the factors outside the triangle represent the business environment in Saudi Arabia. Saudi culture and the business culture in Saudi Arabia both of impacts most HRM activities, especially recruitment and training. And because the research conceptual framework must be designed according to the research objectives, the reader can discern the research objectives through the research conceptual framework (Huselid et al., 1997). Arrows as shown in the model indicate an interactive relationship between the research variables, which forms the cornerstone of organisation theory, based on the view that the organisation is a whole system consisting of sub-systems working together, through interactive and interrelated relationships, to achieve the
organisation’s goals (Grant, 1996), depending on recruitment that identifies people who are likely to be successful employees (Winston, 2001).

Meanwhile, training theory stipulates that training has an essential role in enhancing many kinds of learning and human development. And if the organisation is searching for the best activities of training, training policies must be closely linked with organisation's plans (Buckley, 2009).

The main aim of this research was to identify and determine the sources and methods used by banks operating in Saudi Arabia in recruiting, training and development of employees and the extent of these contributions in achieving employee effectiveness. This was done by survey of a sample of bank employees, through a questionnaire distributed to 800 employees from the four banks that participated in the sample, in order to identify the best recruitment method, and the best employee training method in terms of achieving employee effectiveness.

According to recruitment theory, the researcher believes that the most important actor in the recruitment function is the recruiter, because he is considered the first person corresponds the applicants, and this allows him to influence the applicants’ impressions, and enables him to identify the applicants who have the ability to be effective employees.

The first question of this research aimed to explore the recruitment strategies applied by Saudi banks for achieving employees effectiveness. Our findings relating to this question showed that a recruitment strategy based on multiple sources and methods of recruitment is most likely to be used by Saudi banks. If we look at the results of the analysis of quantitative data, that were collected from the respondents through the questionnaire, we will find them fully compatible with the results of analysis of qualitative data collected through interviews. Thus, the theory derived from this research is that the best strategy for recruitment is the one that relies on the use of multiple sources and methods of recruitment. In the literature, one can find much of evidence of the accuracy of this outcome. For example Breaugh (2008) reported that an effective recruitment strategy includes practices and activities aiming to employee the best candidates in terms of high behaviours and appropriate competences. A recruitment strategy that based on internal recruitment, such as employee referral took the second place in terms of preference by Saudi banks, as a result
of both qualitative and quantitative data. The argument of the first opinion owners was that using this strategy provides the bank with the greatest number of applicants to select from, while the view of supporters of the use of internal recruitment strategy, was because it is in the interest of both the bank and the employee. For the bank, existing employees, already know about the work and customer needs, which means low cost, especially training cost. At the same time, the employee gets a higher job with a higher salary, and this could be an incentive to improve performance and behaviour. The strategy of external recruitment was supported by a few respondents and interviewees, because it is used when there is a need for experienced people from rival banks; therefore, it occupied the third rank.

The second question of this research aimed at identifying the methods of recruitment and training applied by Saudi banks to enhance employees' effectiveness. According to the purpose of this question, analysis of quantitative data was done to rank methods of recruitment and training according to the contribution of each method in achieving employee effectiveness from the perspective of the employees of Saudi banks, represented by the sample of four banks. The findings of this analysis showed that recruitment through universities came in first place, employees referral took the second rank, which means that Saudi banks often use this method to recruit university graduates. This is because of the advantages of this method; Branine (2008) reporting the findings of this survey, ranked recruitment methods in order of preference and the "Milk Round", i.e. the means university method, was ranked first among recruitment methods. In addition, behavioural theories suggest that controlling and directing the behaviour young people is much easier than older people. We find in this debate support for our theory, especially because the majority of the members of the random sample of this research were young people. Furthermore, this finding is highly consistent with organisation theory, since organisations, as open systems, are affected by the environment. Therefore, Saudi banks prefer to employ university graduates as a response to the Saudization policy, which forms a main component of business culture as shown in the research conceptual framework. It is not surprising to find that the results of qualitative data analysis were highly homogenous with this finding; the majority of interviewees confirmed the preference for recruiting university graduates, which supports the research theory. The last rank was for job advertisement, which may allow the intervention of nepotism and cronyism (Wasta) as a part of Saudi culture. The vast majority of those interviewed believed that recruitment through advertising gives

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scope for the intervention of nepotism and cronyism, and negatively affects the effectiveness of staff. This conclusion, reached by the analysis of qualitative data, is consistent to a high degree with the results of the analysis of quantitative data, where the proportion of those who agreed on the same content reached 64% of the sample.

The findings related to training methods can be deduced from the analysis of qualitative data which were collected through interviews. Most interviewees were training managers and assistants, and HR managers, who are experts in this aspect in the banks of the sample, and they agreed that simulation-based training through the video is the best training method of the banks' employees, in terms of achieving employee effectiveness. Also, simulation-based training in general (video or others) occupied the second rank among training methods. This finding was completely identical with the results of the analysis of qualitative data. With reference to the related literature we can find a lot of support for our findings. For example, Hurn (2011) reported that simulation-based training is commonly used in business training, while Kenworthy and Wong (2005) added that this method can positively affect trainee behaviour and provide effective learning.

Other researchers favoured outsourcing the training and recruitment activities, and their argument that this action may save money and bring operational flexibility (Shin and Chiang, 2011). And we say that the training through simulation is not necessarily limited to third parties, but also, it is possible to display a video for staff training on customer service skills, for example, within the internal training programme.

The overall finding related to training methods indicated that simulation-based training by video occupied the first rank, and simulation-based training in general occupied the second rank, while, training through classroom lecture occupied the last rank. Literature has mentioned some disadvantages of this method, such as high cost, time and location obstacles (Zhang et al., 2004), and the lack of consistency with the desired content of learning (Lainema and Murmi, 2006).

Finally, the banking sector in Saudi Arabia has witnessed, and is still witnessing observed advancement, which is typically attributed to the working staff who were recruited according to the recruitment strategy based on multiple sources, using effective recruitment methods (Universities, and employee referrals). Combining this with training through using
simulation-based training, it becomes easy to suggest a linear relationship between these variables: recruitment strategy based on multiple sources, recruitment universities graduates, and employee referrals and training of employees through simulation based training, resulted to employees’ effectiveness.

The third question of this research aims at discussing the impact of Saudi culture on recruitment and training methods applied in Saudi banks in order to achieve employees' effectiveness. As we know, the components of Saudi culture are mostly derived from Islamic religion, but there is some overlapping and mixing in some areas between religion and tribal traditions, and this could lead to negative effects on many practices either in daily life or in business relations. As for HRM practices, Saudi culture has a significant effect on recruitment methods used by Saudi organisations, especially in women’s employment in some fields, where the dominant culture has imposed on Saudi families a preference for nursing and teaching as women’s careers, rather than banking, to prevent mixing of the sexes.

Another attribute of Saudi culture is the use of nepotism and cronyism in employment. Therefore we found that recruitment through job advertising as a recruitment method took the last rank. That is because modern organisations in Saudi Arabia have come to realize the harm caused by adherence to false habits. Even some organisations still hold training courses especially for working women, and the trainers must be women. Therefore, Saudi culture still affects these practices and awaits the day when this uncomfortable issue will be ended.

8.2 IMPLICATIONS

This part identifies the implications and contributions of this thesis for both organisations and future research. As is clearly apparent, the findings of this research appear to have significant importance to all organisations of all shapes and sizes, especially those who struggle to maintain their survival, and for enhancing the competitive advantage through effective performance and acceptable behaviour. Because of the reflection of these attributes on employees' practices during their dealing with customers, this research presented a methodological approach to link the official organisational practices with the
demographic characteristics of employees, to gain employees’ effectiveness, with particular focus on employee recruitment (strategies, sources and methods), and methods of employees training applied in Saudi banks, taking into account that Saudi banks are witnessing a significant jump in the advancement areas.

8.2.1 Implications for organisations

With the increasing importance of human capital in the business organisations in general and the service sector including banks, in particular, human resource management practices have become transformed from mere routine procedures to targeted strategies to achieve the goals of the organisation. From here, we note that the overall findings of this research require organisations to implement strategic human resource management (SHRM) as more effective and efficient alternative than human resource management (HRM). Implementation of strategic human resource management can be considered as an application of organisation theory, where goals of the departments of the organisation form the road map to achieve the overall goals of the organisation. This research addresses employees’ recruitment, training and development, as key factors of success in achieving employees’ effectiveness, as the literature of recruitment and training has shown significant consensus among researchers and practitioners that the best practice of recruitment and training contributes in achieving this goal (Huselid and Becker, 2011). The researcher concurs with Beardwell and Claydon (2007) and Compton (2009) in their suggestion that human resources is the most important asset in the organisation, which must work to invest this resource effectively in order to achieve organisational goals. As the first step to invest in human resources, organisations in general, and Middle Eastern organisations in particular, need to change their perception towards the staff from merely as a cost to seeing them as the most valuable asset of the organisation. Therefore, applying strategic human resource management rather than traditional HRM, can have positive implications for both the recruitment process and training, as the organisation is no longer waiting for the targeted employees, but is seeking to recruit them. The findings of this research support this concept through presenting the optimal strategy and the effective methods of recruitment. So, the contribution which was derived from these implications, significantly, refers to determining the recruitment strategy that suits each organisation, and the recruitment methods that enable the organisation to attract applicants who are suitable to fill the
vacancy in terms of skills, talent, qualifications, experience etc. Such identification may contribute in achieving employees’ effectiveness, especially if the recruiter performs his role effectively to affect the applicants’ perceptions, so they will strive to be effective employees because they will work in effective organisations. The results also indicated that the provision of appropriate training for recruits paves the way towards achieving effectiveness. Therefore, it is expected that organisations can derive a valuable contribution of this research, represented by the managers’ conviction that the recruitment of staff according to the best strategies and best sources of recruitment, and by more effective methods of recruitment will not be enough to achieve the effectiveness of employees, unless followed by appropriate training, which increases trainees’ knowledge and refines their skills. These results were not pure conjecture, but have been reached through the analysis of real data collected from employees of the banks surveyed, because they are best placed to assess the measures of the bank, and practices of their superiors for the sake of their development in terms of performance and behaviour, and then, these results have been reinforced through analysis of data collected from the officials concerned with the activities of recruitment and training. Such practical implications were presented also by Sarwar et al. (2011) who pointed out that training is the next step after employee recruitment.

The findings of this research have suggested that recruitment through universities occupies the first rank among recruitment methods. This finding can involve positive implications for organisations in terms of increasing coordination with universities, even if it requireds the sending of HR managers or assistants to lecture halls, in order to open the eyes of students (pre graduation) who are more active than others, as an initial step to recruit them. Also, the findings of this research have stipulated that simulation-based training, through video is more effective than other training methods. As a potential implication, this can contribute in increasing the benefits of training, where organisations after employee selection can display a video film to teach the employee about the organisation departments, quality of customers, their need, and how to deal with them to satisfy them.

The author of this research believes that training through video will remain in the trainees minds for a longer time.
8.2.2 Implications for research

As the mixed methods paradigm is linked with quantitative and qualitative methodologies, and constructivist approach (Denscombe, 2008), a pragmatist philosophy was adopted in conducting this research, as a way to reap the benefits of mixing methodology, or what is called triangulation paradigm.

Triangulation, as Myers (2008) argues, enables the researcher to do more than one thing in the research, and as a result, he must use more than one research method. For this research, the main objective was to identify the degree of employee effectiveness in Saudi banks in relation to recruitment and training methods. Quantitative data were collected from the sample (bank employees) by a questionnaire, Moreover, the sample consisted of employees of different demographic characteristics such as age, sex, nationality, education level, marital status, experience, and the bank where they work. These differences may lead to some inconsistency among their perceptions related to the research variables. For example, older employees will not pay the same attention to training, as younger employees. In order to overcome these obstacles, qualitative methodology was employed in this research, for triangulation paradigm. This methodology makes a methodological contribution to future research methodologies. Cross tabulation charts were used to assess the positive responses, and the negative responses for each question of the questionnaire, according to each demographic variable, to express the results numerically. For example, a question asked about the intervention of nepotism and cronyism if the bank used the method of advertising jobs. The analysis of the respondents’ answers to this question according to the length of experience, e as a demographic variable, required firstly dividing the respondents into several categories based on years of experience, the first category consisted of the employees who have 1 – 4 years of experience, and the second category included those who have 5 – 9 years. The positive answers from the first category reached 52.8% and those from the second category reached 53.6%, and because these two categories represent the majority of the sample, this means that the majority of responses were consistent.

Bazeley (2004) pointed out that a mixed method enhances the validity of results. This research gained a high degree of validity, due to the data collection and analysis, as qualitative data were collected through interviews with senior officials of HRM in the four bank, and the results of these data analysis were fully consistent with the results of
quantitative data analysis. This can have positive implications for the research process in terms of the possibility of research dissemination.

The most important contribution of this research is what we have mentioned in the introduction of this chapter, in that this research was conducted not according to traditional hypotheses that can be tested through statistical measures (Pearson coefficient correlation, or Spearman) but through measuring the degree of impact of each method of recruitment and training on achieving employees' effectiveness. The analysis focused on ranking the recruitment methods and training methods according to the strength of the effect of each in achieving employees’ effectiveness, and this aspect is compatible with the pragmatist philosophy in terms of the importance of numbers.

8.3 LIMITATIONS AND OPPORTUNITIES FOR FUTURE RESEARCH

This section discusses some of the limitations that faced the researcher in conducting this research, with more focus on limitations that were imposed by the methodology, in addition to temporal and spatial limitations that resulted from the geographic distance between the researcher and the research community. This section also provides some guidelines for the benefit of future research, in terms of topic or methodology.

Actually most researchers suffer from pressures in doing research, most common of which are time and money constraints. These two limits, as a matter of fact, can hardly be avoided in any research work. At the methodological level, this research was conducted by mixing qualitative and quantitative data. The examination of the limitations of this research reveals that these limitations form a set of interdependent causes and results. This research population consists of Saudi banks, but logistical constraints led to the research being confined to banks in Riyadh city. Also time constraint played a role in limiting the quantity of useful information collected, due to the size of the sample, which was four banks operating in Riyadh. However, we all know that the more expanded the research population, the greater the sample size, which leads to the larger collection of quantitative data, in addition to collecting qualitative data of the greatest interest, especially in achieving a high degree of credibility and reliability in the results, as a characteristic of triangulation methodology which was used in this research. Research in the social sciences
requires the collection of sufficient data, whether qualitative or quantitative or mixed through different methods in order to obtain more reliable results, and since this research aimed to identify the recruitment methods and training methods that can be used by banks in order to achieve employees’ effectiveness, this type of investigation would be more useful if a wider sample were included especially the interviewees. The main reason for the limitations of the research population and sample was the distance between the researcher and the banks, as the researcher is living in the U.K, and the banks are located in Saudi Arabia. For future research, such cases require the researcher to depend on a trusted person or group of researchers in order to distribute the survey on them, such as, one for data collection from respondents in the eastern area and so on, and one for conducting interviews with national banks in a certain city. However, this solution will collide with financial constraint, and this ultimately means that there is no research without limitations.

The limitation of the inability to sample at different levels within the studied organisations was due to a number of reasons: the demographic factors used in the study were sufficient where the researcher used gender, level of education, department, marital status, experience, nationality, bank affiliation, and age. In the case of adding a new variable, for example job title, we would have faced problems such as duplication in the interpretation of the new factor where this was covered by the variables of age, experience and departments. This would have led to a negative impact of the cross-tabulation analysis on the demographic characteristics because it is not reasonable to keep a person who has long experience simply as an employee. The researcher and the reader can deduce from the variable of experience (which included 1–5 years, 5–10 years, 10–20 years, 20–30 years, and over 30 years) that these categories include all the employees in the banks, from new personnel to those at the top of the hierarchy. Age as a demographic characteristic can also indicate the position of each respondent and whether he/she was a normal-level employee or a manager. Another problem which may have faced us in the case of adding the job level is that our sample includes four banks, which means that access requirements to the level of director may vary from one bank to another. This may have a bearing on the heterogeneity of the study population according to this variable. In collecting the qualitative data by interview, however, the focus was to collect these data from the HRM managers and their assistants as a focus on this study, in order to test the HR managers’ opinions and cover the limitation factor of seniority level.
REFERENCES


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296


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Appendices

Appendix 1: The Questionnaire

Virtuous Mrs. / Mr.

I REQUEST YOUR KINDNESS in Answering THIS QUESTIONNAIRE. I WILL COLLECT IT FROM YOU ONCE YOU HAVE FINISHED. THANK YOU FOR YOUR KIND PARTICIPATION.

Naif Al-Ruwaili: Naif-ruwaili2009@hull.ac.uk

Study of Recruitment, Training and Development in Saudi Banks.

Greetings,

(Customer Employees)

Attached to this letter is a questionnaire intended to collect data for my PhD research entitled “The role and functions of recruitment, and training and development of Bank employees operating in the Kingdom of Saudi Arabia in achieving good management of customer relationships”. We hope you can answer all the questions in the questionnaire by putting a reference √ in the response that matches your opinion.

Note that your responses will be used for purely scientific purposes, and will be dealt with confidentially.

Yours Sincerely

Naif Al-Ruwaili:
PhD Student.
Dr David Bright:
Supervisor.
The Head of Human Resource Department
Hull University Business School
Hull
United Kingdom
Tel:+4401482463139
<table>
<thead>
<tr>
<th><strong>Level of Education</strong></th>
<th><strong>Gender</strong></th>
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<td>Diploma</td>
<td>Male</td>
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<tr>
<td>Bachelors</td>
<td>Female</td>
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<tr>
<td>Masters</td>
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<td>PhD</td>
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<tr>
<th><strong>Job Position</strong></th>
<th><strong>Marital Status</strong></th>
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<td>Management &amp; Marketing</td>
<td>Single</td>
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<tr>
<td>Customer Service</td>
<td>Married</td>
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<td>Deposits Section</td>
<td>Other</td>
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<td>Finance sections</td>
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<td>Online services</td>
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<tr>
<th><strong>Experience</strong></th>
<th><strong>Nationality</strong></th>
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<td>1-5</td>
<td>Saudi</td>
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<tr>
<td>5-10</td>
<td>Non-Saudi</td>
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<tr>
<td>10-20</td>
<td>(Please indicate)</td>
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<td>20-30</td>
<td></td>
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<td>30 over</td>
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<thead>
<tr>
<th><strong>Bank Affiliation</strong></th>
<th><strong>Age</strong></th>
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<tbody>
<tr>
<td>Riyadh Bank</td>
<td>25-35</td>
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<tr>
<td>National Commercial Bank</td>
<td>36-40</td>
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<tr>
<td>Saudi Fransi</td>
<td>41-45</td>
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<tr>
<td>Samba Bank</td>
<td>46-50</td>
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<tr>
<td>Saudi Investment Bank</td>
<td>51-55</td>
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<tr>
<td>American Express</td>
<td>56 and over</td>
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Please circle the number that indicates your choice in the following statements.

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<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>1</td>
<td>Internal recruitment sources provide the bank with staff who are able to meet the customer's needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>2</td>
<td>Your Bank deliberately recruits people with specific performance strengths from rival banks because they are better able to understand the customer's needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>3</td>
<td>Recruiting the best graduates supports the competitive advantage among the customer community.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>The Bank employs people who behave politely when dealing with customers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>The employee’s external appearance contributes to attracting customers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>There is a level of trust placed in new employees, to assess their aptitude for paying attention to customers’ problems.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Recruitment strategy in the Bank is based on diversification of recruitment methods and sources to get the best staff, the performance and behaviour.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>8</td>
<td>The recruitment strategy includes the Bank's vision that &quot;the customer is the reason for our existence&quot; or a similar phrase.</td>
<td>1</td>
<td>2</td>
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<td>4</td>
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<tr>
<td>9</td>
<td>Evaluating the behaviour and performance of workers is based on feedback from customers.</td>
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<td>10</td>
<td>The recruitment strategy reflects the culture that the customer is always right</td>
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<tr>
<th></th>
<th>Methods for recruiting and hiring employees.</th>
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<tbody>
<tr>
<td>11</td>
<td>I think that employee referral is the best method in the recruitment of employees to respond faster to customer requests.</td>
</tr>
<tr>
<td>12</td>
<td>The way of advertising of jobs leads to the accusation of nepotism and cronyism.</td>
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<tr>
<td>13</td>
<td>I think that recruitment through nepotism and cronyism may lead to a weakening of the relationship with the customer.</td>
</tr>
<tr>
<td>14</td>
<td>I don’t think that recruitment through employment agencies provide the Bank’s employees with high performance in the field of customer relations.</td>
</tr>
<tr>
<td>15</td>
<td>I think that the use of all methods of recruitment provides multiple alternatives to choose from.</td>
</tr>
<tr>
<td>16</td>
<td>The Bank prefers the employee’s referral method for its low cost, and</td>
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</table>
its assurance to keep employees who know the customers very well.

17 The greater the number of recruits, the greater the Bank is able to choose the best skills and behaviours.

18 I think that recruitment through the website of the bank will increase the number of unqualified applicants.

19 In my opinion, communication with universities to recruit the best graduates supports the competitiveness of the Bank.

20 I think that personal recruitment often tainted by bias, which deprives the Bank from hiring the best applicants.

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<td>18</td>
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<td>20</td>
<td>1</td>
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**Training and Employee Development**

21 On-the-job training provides new employees with a good understanding of the importance of customers in the banking business.

22 There is an adequate training period, for a new employee in all sections of the bank, to identify customer needs.

23 The Bank sends some employees to be trained in reputable banks who have a large market share.

24 The Bank focuses on training on communication skills, because these are the key to success in customer satisfaction.

25 After training sessions, the trainer accompanies the trainees, to the workplace to observe the differences between the theoretical and practical application.

26 The Bank uses simulation methods to enable trainees to take the necessary decisions to solve customer problems.

27 I think that the Bank does not prefer lecture method because of its high cost, and it does not meet the purpose of Customer relations.

28 The presentation of a video during the training programme on how to satisfy the customer remains in the mind of the trainee for a long tome.

29 The Bank sends supervisors to intensive training courses to find out the latest developments in public relations.

30 I think that the most important issues in training are the application of what the employee was trained on, in the workplace.

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<td>21</td>
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Appendix 2: Arabic Translation of the Questionnaire

دور توظيف وتدريب الموظفين في البنوك السعودية

أرجو تعبئة الاستشارة كجزء من بحث الدكتوراه، جامعة "هيل" بريطانيا وسأكون شاكرا لكم.
فيما يلي وضع علامة (✓) او (✗) للأجوبة المناسبة.

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<td>إن مصادر الاستقطاب الداخلي توفر للبنك ميزة الحصول على موظفين قادرين على تلبية حاجات العملاء.</td>
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<td>إن استقطاب أفضل خريجي الجامعات يحقق للبنك ميزة تنافسية في مجتمع العملاء.</td>
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<td>يقوم البنك باستقطاب الموظفين ذوي السلوك المهذب في التعامل مع العملاء.</td>
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<td>يهتم البنك باستقطاب الموظفين الذين يحافظون على مظهر خارجي جاذب للعملاء.</td>
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<td>يجري البنك اختباراً للموظفين المستقطبين لتقديم حسن استماعهم لمشكلات العميل.</td>
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<td>7</td>
<td>تقوم استراتيجية الاستقطاب في البنك على تنوع مصادر وطرق الاستقطاب لتوفير أفضل الموظفين أداء وسلوكاً.</td>
<td></td>
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<tr>
<td>8</td>
<td>تكتمل استراتيجية الاستقطاب رؤية البنك في أن العميل هو سبب وجودنا.</td>
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<td>9</td>
<td>يتم تقييم سلوك العاملين الجدد وأدائهم من خلال أخذ التغذية الراجعة من العملاء.</td>
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<td>10</td>
<td>تعكس استراتيجية الاستقطاب ثقافة البنك في أن العميل دائمًا على حق.</td>
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طرق الاستقطاب

أعتقد بأن إتباع طريقة إحالة (ترقية) الموظف تضمن
<table>
<thead>
<tr>
<th>الاستجابة الفورية لرغبات العملاء.</th>
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<tr>
<td>أرى أن إتباع طريقة الإعلان عن الوظائف ربما تؤدي إلى تدخل الواسطة والمحسوبية في التعيين.</td>
</tr>
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<tr>
<td>برأيي أن تدخل الواسطة والمحسوبية في التعيين قد يؤدي إلى توظيف أشخاص يفقدون الكفاءة في التعامل مع العملاء.</td>
</tr>
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<tr>
<td>لا أعتقد أن التعيين عن طريق وكالات التوظيف يوفر للبنك العمالة ذات الأداء المرتفع وخصوصا في مجالات علاقات العملاء.</td>
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<tr>
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<td>أرى أن استخدام كافة طرف التعيين يوفر للبنك بدائل متميزة للاختيار.</td>
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<tr>
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<tr>
<td>يفضل البنك الاستقطاب عن طريق (ترقية) إحلال الموظفين كونه أقل تكلفة، وأكثر ضمانتا لوجود موظفين يعرفون كافة عملاء البنك وتطاماتهم.</td>
</tr>
<tr>
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<tr>
<td>إن توفر عدد كبير من المستقطبين يمكن البنك من اختيار أفضل المهارات والسلوكيات في التعامل مع العملاء.</td>
</tr>
<tr>
<td>17</td>
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<tr>
<td>اعتقد بأن استقطاب الموظفين عن طريق الموقع الإلكتروني الخاص بالبنك يزيد عدد الموظفين العاملين.</td>
</tr>
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<td>برأيي أن التنسيق مع الجامعات لإستقطاب أفضل الخريجين يدعم القدرة التنافسية للبنك.</td>
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<tr>
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<td>أرى أن الاستقطاب الشخصي يشبه نوع من التحيز والمحايا التي قد تحرم البنك من توظيف أفضل المتقدمين.</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>التدريب والتطوير</td>
</tr>
<tr>
<td>يوفر التدريب أثناء الوظيفة للموظفين الجدد، الفهم الكافي لأهمية العملاء في العمل المصرفي.</td>
</tr>
<tr>
<td>21</td>
</tr>
<tr>
<td>يخضع الموظف الجديد لفترة تدريب كافية في كافة أقسام البنك يتعرف من خلالها على حاجات وظائف العملاء المختلفة.</td>
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يركز البنك في تدريب موظفيه على مهارات الاتصال كونها مفتاح التعامل مع العملاء.

يقوم البنك بإيفاد بعض الموظفين للتدريب في بنوك أخرى مرموقة، وذات حصة سوقية كبيرة.

بعد قيام المدرب بإلقاء محاضرة تدريبية عن فن الاتصال مع العملاء، يقوم بإصطحاب المتدربين إلى مكان العمل للجمع بين التدريب النظري والعملي.

يتم استخدام طريقة المحاكاة لتمكين المتدربين من اتخاذ القرارات اللازمة لحل مشكلات العملاء.

اعتقد بأن البنك لا يحبذ طريقه المحاضرة في التدريب كونها مكلفة ولا تفي بأغراض إدارة علاقات العملاء.

إن عرض فيلم فيديو خلال برنامج تدريبي يتناول كيفية تقييم الخدمات المصرفية للعملاء يبقى في أذهان المتدربين لفترة طويلة.

يتم إيفاد المشرفين إلى دورات تدريبية مكثفة للوقوف على آخر مستجدات فن العلاقات العامة.

أعتقد أن أهم ما في التدريب هو تطبيق ما تم التدريب عليه في مكان العمل.

يرجى إضافة أية عبائر وتعليقات من شأنها أن تدعم إجاباتكم وتوضح اقتراحاتكم.

الباحث: نايف فوزي حامد

Naef810888@hotmail.com
### Appendix 3: Reliability and Factor Analysis Test

**Item-Total Statistics**

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<tr>
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<th>Scale Variance if Item Deleted</th>
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<th>Cronbach's Alpha if Item Deleted</th>
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**Factor Analysis**

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Extraction Method: Principal Component Analysis.

**Communalities**

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Extraction Method: Principal Component Analysis.
Appendix 4: The Interview Questions

Initial questions

1. May I know the job title held by you, and what are the tasks associated with it?

2. I would be grateful if you could give me an idea about the qualifications required, and the training courses to be taken to reach this position.

3. Within your response to the first question, it is clear that the decisions taken by your participation call for the availability of sufficient information about the employees. How do you get this information? And what is the number of years of work for the current position?

Questions covering recruitment strategy and methods

1. Specialists in the management of individuals say that the best strategy for the recruitment of staff is based on the use of all the recruitment methods from all the sources, because this application allows the bank to obtain the largest number of possessors of experience and skills from which to choose. What do you think of this statement? Can you take advantage of applying this in this bank?

2. When there are vacancies in the bank, what are the usual methods of applying to the bank for these jobs to attract the effective employees? And what is the impact of the level of job vacancies on the selection of the methods and the source?

3. In what cases would the bank prefer to use the methods of internal and external sources of recruitment and why? and which of these sources you believe will create employee effectiveness for supporting the customer service?

4. There must be major customers who place pressure on you to recruit employees through cronyism and nepotism. How do you deal with these cases? And do you think this will affect the employees effectiveness trend customers?

5. Do you think the implementation of recruitment and training development methods achieves the employee’s effectiveness by implementing the appropriate methods?

6. As long as it is so, is there a consensus between the recruitment strategy and the overall strategy of the bank? What are the aspects of this compatibility?
Questions covering training methods

1. As long as employee effectiveness is one of the objectives of the bank, what is the role of training methods programmes and courses to achieve these goals?

2. Do you think that on-the-job training is more effective than off-the-job training? Why?

3. Theorists say that training is an effective contribution to guiding employees’ behaviour towards achieving the goals of the organisation, including customer. How do you exercise this in the bank?

4. How do you ensure that trainees transfer their training and apply it in their jobs through satisfying the customer?

5. Some organisations consider that employee training is a kind of incentive because it may lead to upgrading an employee to a higher level or may provide employees with a new skill which allows them to obtain a reward or an increase in salary. Is there some kind of link between the rewards system and training in the bank?
دور أساليب التوظيف والتدريب في تحقيق فعالية الموظفين في البنوك السعودية.

بحث في درجة الدكتوراة

الباحث: نايف فوزي حامد

إشراف: ديفيد برايت

بريطانيا، جامعة هل

Naef810888@hotmail.com

(ترجمة أسئلة المقابلة الشخصية إلى اللغة العربية)
تم تقسيم أسئلة المقابلات الشخصية مع مدير الموارد البشرية ومساعديهم إلى المجموعات التالية:

المجموعة الأولى

اسألة تهدف إلى معرفة المركز الوظيفي الذي يشغله الشخص الذي تجري مقابلته في البنك.

ما هو عنوان الوظيفة التي تشغلها وما هي المهام المرتبطة بها؟

أكواب في غاية الامتنان إذا أعطيتك فكرة عن المؤهلات المطلوبة والدورات التدريبية الواجب إجتيازها.

للحصول على مثل منصبكم الوظيفي، من المعلوم أن عملية إتخاذ مثل هذه القرارات بحاجة إلى معلومات، فمن أين وكيف تحصلون على هذه المعلومات؟ ثم كم يبلغ عدد سنوات عملكم في هذا المركز الوظيفي؟

المجموعة الثانية

تدور أسئلة هذه المجموعة حول إستراتيجية الاستقطاب وطرقه المتبعة في البنك، وهذه أسئلة هي:

يقول المختصون في إدارة شؤون الموظفين أن أفضل إستراتيجيات الاستقطاب هي التي تستخدم كافة طرق ومصادر الاستقطاب، فما هو رأيك بهذا البيان؟ وما هي الإستراتيجية الضرورية المتبعة في البنك لديكم؟

عند ظهور وظيفة شاغرة في البنك، ما هي أهم ثلاث طرق متبعة لتعبئة هذا الشاغر؟ وما أثر مستوى الطلب على وظيفة الشاغرة على مصدر الاستقطاب؟

لحذف مصادر الاستقطاب وطرقه:

مصادر داخلية أساليبها:
- ترقية (إحلال) الموظف،
- الإعالة في البنك،
- التوظيف الشخصي.

مصادر خارجية أساليبها:
- التنسيق مع الجامعات،
- الشركات،
- الإعلان في الصحف الإلكترونية.

في أي الحالات تفضلون استخدام طرق المصادر الداخلية والخارجية للاستقطاب وآراءكم تعتقدون أنها تحقق استفادة الموظف الفعال؟

لايد أتك تتعترض في بعض الحالات إلى ضغوطات من الثقافة السعودية من أجل توظيف شخص معين من خلال الوسطة والمحسوبية، فكيف تتعاملون مع هذه الحالات؟ هل تعتقدون أنها تؤثر على فعالية الموظف؟

هل تعقد بأن أساليب التوظيف والتدريب كممارسات في إدارة الموارد البشرية تحقق فعالية الموظفين من خلال استفادة الموظف الفعال؟

بما أن تحقيق رضا العملاء هدفا إستراتيجيًا فذلك يعني وجود تناغم بين إستراتيجية استقطاب الموظفين والإستراتيجية العامة للبنك، ما هو جوائز هذا التفاعل؟
المجموعة الثالثة

هذه المجموعة من الأسئلة تنال أهمية ودور التدريب وتطوير الموظفين في تحقيق فعالية الموظف، وهذه الأسئلة هي:

(ارجو ان لاتقل الإجابة عن الثلاث اسطر)

برامج التدريب في تحقيق هذا الهدف؟ وهل هناك بما أن تحقيق كفاءة الموظفين من أهدافكم الاستراتيجية، فما هي طرق تدريبية جديدة تقنيا تستخدمونها؟

هل تعتقدون أن التدريب أثناء الوظيفة أكثر فاعلية من التدريب خارج الوظيفة ولماد؟

نظرياً يسهم التدريب الفعال في توجيه سلوكيات الموظفين لتحقيق أهداف المنظمة ومن ضمنها المستهلكين، كيف يتم ممارسة ذلك في البنك لديك؟

الإجراءات المستهلك كيف تتأكدون وتضمنون فعالية الموظفين بنقل وتطبيق ما تدربوا عليه في وظائفهم؟

بعض المنظمات تعتبر التدريب نوع من الحوافز المقدمة للعاملين لأنه قد يعمل على ترقيتهم إلى مراتب وظيفية أعلى، أو يزودهم بمهارات جديدة، مما يمكنهم من الحصول على مكافآت أو زيادة في رواتبهم، فهل يوجد لديكم في البنك علاقة ما بين التدريب كممارسة استراتيجية ونظام المكافآت والحوافز؟
Appendix 6: The Analysis Report of the Interviews

Source Summary
Theses interviews analysis
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Appendix 7: Consent Letters for the Data Collection Process

Royal Embassy of Saudi Arabia

Cultural Bureau in the
United Kingdom & Ireland

سفرة المملكة العربية السعودية
المحلية الثقافية
بالالمملكة المتحدة وايرلندا

رقم ملف الطالب: 11651

إفادة

يُنفي المكتب الثقافي السعودي في بريطانيا بأن الطالب/ ناجي فوزي حامد الرويلي مبتعد من قبل وزارة التعليم العالي لدراسة الدكتوراه في جامعة هل وتخصص إدارة الموارد البشرية ونتهي بعثته بتاريخ 11/11/2012م الموافق 1433/9/27.

وقد منح هذا الخطاب بناءً على طلبه لتقديمه إليكم حيث سيتم برحلة علمية إلى المملكة لإكمال إجراءات بحثه لدرجة الدكتوراه "دور توظيف وتدريب الموظفين في تحقيق رضي المستهلك في البنوك السعودية". كما نأمل تسهيل إجراءات بحثه وتزويده بمواقفكم.

وقد منح هذه الإفادة بناءً على طلبه لتقديمها لمن يهمه الأمر.

وتقبلوا أوفر التحيات والتقدير.

الملحق الثقافي في بريطانيا

أ.د. غازي بن عبد الواحد المكي
سعادة المحترم
سلم عليكم ورحمة الله وبركاته


وتفصيلاً بقبول فائق الاحترام.
والله ولي التوفيق.

د. سالم بن مخلوف الغنيزي

ر.رب.ر.رب.
20 September 2010

Dear Dr. Al-Makki

Naif Al Ruwaili - 200910580

Naif registered for year one of the PhD Programme in September 2009. His research is titled The Role of Employees’ Recruitment, Training and Development in Achieving Customer Relationship Management (CRM) in Saudi Bank. He is studying banks employees and customers in Saudi Arabia and will be collecting data from 11 October 2010 until 11 January 2011.

Yours sincerely,

[Signature]

Dr. David Bright
Supervisor

Hull University Business School
University of Hull
Hull, HU6 7RX
United Kingdom
HUBS switchboard
+44 (0) 1482 347500
www.hull.ac.uk/hubs
5 September 2011

Dear Manager,

Naif Al Ruwaili - 200910580

Naif registered for year two of the full-time PhD Programme in September 2010. His research topic is the contribution of recruitment and human resource development to employee effectiveness in Saudi Arabia. He is now ready to start his fieldwork and this will embrace interviews of the study population with the experienced managers and employees. We at HUBS would be extremely grateful for any assistance you and your bank could give to him.

Yours faithfully,

David Bright
Supervisor
Appendix D
Sample Consent Forms

RESEARCH ETHICS COMMITTEE
CONSENT FORM: SURVEYS, QUESTIONNAIRES
(Please amend to suit participants) (delete italics before use)

I, ________
of ________

Hereby agree to participate in this study to be undertaken
by

and I understand that the purpose of the research is (to be completed by the researcher)

I understand that
1. Upon receipt, my questionnaire will be coded and my name and address kept separately from it.
2. Any information that I provide will not be made public in any form that could reveal my identity to an outside party i.e. that I will remain fully anonymous.
3. Aggregated results will be used for research purposes and may be reported in scientific and academic journals (including online publications).
4. Individual results will not be released to any person except at my request and on my authorisation.
5. That I am free to withdraw my consent at any time during the study in which event my participation in the research study will immediately cease and any information obtained from me will not be used.

Signature: ____________________________ Date: 23.10.2011

The contact details of the researcher are:
The contact details of the secretary to the HUBS Research Ethics Committee are Amy Cowling, Hull University Business School, University of Hull, Cottingham Road, Hull, HU6 7RX. Email: a.cowling@hull.ac.uk tel. 01482-463410.

In some cases, consent will need to be witnessed e.g. where the subject is blind/ intellectually disabled. A witness must be independent of the project and may only sign a certification to the level of his/her involvement. A suggested format for witness certification is included with the sample consent forms. The form should also record the witnesses’ signature, printed name and occupation. For particularly sensitive or exceptional research, further information can be obtained from the HUBS Research Ethics Committee Secretary, e.g., absence of parental consent, use of pseudonyms, etc.

NOTE:
In the event of a minor’s consent, or person under legal liability, please complete the Research Ethics Committee’s "Form of Consent on Behalf of a Minor or Dependent Person".