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COVER PAGE AND DECLARATION

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Introduction

Human resources policies are continuous guidelines about the approach that the organizations intend to take in managing its employees, they also represent specific guidelines for human resource managers in various matters related to employment and clarify the intent of the organizations in various aspects of human resources management, like recruitment, promotion, compensation, training, choices, etc. that. It is therefore a main point help in developing human resource management practices or when decision is being made about the workforce of an organization.

A good human resource policy also provides general guidance on the approach taken by the organization, and thus by its employees, in relation to various aspects of recruitment. The process precisely clarifies the action to be taken according to the policies.

Each organization has a different set of circumstances and thus develops an individual set of HR policies. The site in which the organization operates will also determine the content of its policies. In the current research, we aim to criticize the human resources management policies of the Saudi Contracting Company Al - Ariel, a Saudi company established in 1992, and one of the largest general contracting companies since its inception. Working to meet the difficult construction and industrial needs in the Kingdom of Saudi Arabia, the company provided a range of large services such as: general contracting, where it received a "first class" classification, design and construction, operation and maintenance, and project management. The research also explains strategies to improve how the company improves its employee retention methods and creates more effective customer service practices. The utilize of technologies to improve inter-office communication; Create / review employee performance appraisals.

Criticism of the HR management policies in the Ariel Contracting Company

the student intends to expose themselves to HR management policies of the Saudi Arabian Company.

First: the positive aspects:

- ❖ Ariel Contracting Company has a clear planning for human resources management, which is what makes it put the company's goals into practice, by determining the size of its future needs of human resources commensurate with the capabilities and material resources, which works to achieve the future balance.
- ❖ The existence of employment paths: where the persons to be appointed are selected according to several tests and interviews, and a careful and clear review of their data, skills, and their suitability with the available jobs.
- ❖ Existence of a system for evaluating the performance of employees: the existence of this system provides for the availability of objectivity in the evaluation process and the lack of control over personal whims.

- ❖ Implementing the rewards and incentives system: as it is the most effective means that, through human resources, motivate employees and increase the degree of their loyalty to the company, which will positively affect productivity.
- ❖ The existence of a compensation system: This is what makes employees feel safe and job stable, and this is achieved through the company compensating employees and workers for any damage they suffer while performing their work.

Second, with regard to the negative aspects:

- ❖ **Inability to retain talent:** it's the most negative practices of HR management in Ariel Contracting Company is its inability to retain human resources, as human talent in the company represents the lifeblood of the company, and current talents can be retained and preserved by achieving a balance between the company's culture and the employees. Paying attention to incentives and rewards, HR management must satisfy employees without prejudice to the general interests of the companies and keep records that clarify all these operations.
- ❖ **Absence of necessary training programs:** It is clearly noticeable in Ariel Contracting Company that there is a clear absence of training and development programs for employees, as the company does not pay any attention to the existence of tools to measure the training needs of workers.
- ❖ **Lack of attention to health and safety:** A clear absence of health and safety standards is noticed in the Ariel Contracting Company.
- ❖ **Discipline and commitment:** The problems are the least common within the company, and HR departments can deal with them satisfactorily with employees, disciplinary procedures can be followed when any problem occurs in commitment or discipline, and here the HR department must keep these procedures in order to facilitate the same procedure in the future in the event of repeated violations, these records, despite their accuracy, will help in the future.
- ❖ **Not answering employee inquiries:** It is the most negative practices of HR in Ariel Contracting Company. The HR department is the point of contact between the company and its employees, as it represents the link between them. Therefore, the task of the HR Department is to answer employee inquiries, whether it is in relation to wages or Salaries, performance reviews, vacations or delays, etc.

Proposed new policies to improve human resources:

First: Improving employee retention methods

Employees leave their institutions in which they work for several reasons, which are not known to employers most of the time, and employers need to hear the needs of employees and implement retention and retention strategies as a step to make workers feel appreciated and connected to work, and these methods of employee retention may have a vital role and important impact on Institutional shifts and its administrative and functional structure change, the strategic planning consultant "Litt Branham" mentions that 88% of workers quit their jobs

for non-financial reasons, although 70% of business leaders believe that employees leave work for financial reasons in the first place.

The company can be improved by increasing its employee retention rates by implementing the following strategies:

1. Orientation and Preparation: This is a good method that can encourage employees, as it has been shown that treating employees correctly in the early critical stages of employment promotes employee retention and retention.
2. Offering a competitive package of benefits that are compatible with the needs of employees. Examples of these benefits are insurance, a retirement savings plan, in addition to flexibility in working and the possibility of working remotely.
3. Reward and appreciation: The reward is defined as something that the organization provides to its employees to meet certain levels of performance, and it is something desirable and desirable by the employees. The system of organizational rewards consists of general rewards that are obtained in return for employment in the organization in general, while the special reward is usually derived from participation in specific activities or tasks, organizations employ competition and incentives to help maintain employees' constant motivation and a sense of appreciation.
4. Compensation: Compensation consists of the basic wage and salaries, or incentives or bonuses, or any of them all. The salary received by the employees, the salary is the one that the worker receives for performing a specific task, whether it is an hourly, weekly or monthly salary, while incentives are the additional bonus that goes to the basic salary and is mainly related to work and performance, paid vacations and health insurance.
5. Participation in decision-making: A study conducted by Hewitt (2002) showed that all major and modern companies are interested in ensuring that their employees are aware of all that is going on in the company through participation in making important decisions, which has a role in creating a friendly environment and a link between a good manager. And the good factor.
6. Upgrade from within whenever possible while giving employees a clear path to progress in the promotion.
7. Promoting employee development through training and continuous development. Training is a learning process that includes acquiring skills, concepts, rules or attitudes to support employee's performance, while development focuses on improving experience, attitudes and skills necessary to improve performance. Since training and development are two major factors in helping employees to grow with the organization and maintain the ability to survive and continue in their field, they represent the most prominent human resource practices that organizations can adopt to retain their best employees, and in this regard, Messmer (2000)

study emphasized that investment In employee training and training is the most vital factors in employee retention, so it is clear that training and development is a tool for retaining talented employees in organizations.

8. Create open communications between employees; Through regular meetings during which the employees can present ideas and ask questions, effective communication can also help in ensuring that the employees remain in the organization.

Second: the most effective customer service practices;

In light of the tremendous development and the presence of many competitors, partnerships are racing to gain the loyalty of the customer and remain a customer for them, and therefore the institution that wants to distinguish must win customers and provide distinguished customer service that is the direct link with the customer and the mirror of the company in the eyes of the customer, which plays a role Significant increase in the percentage of company profits.

Therefore, the specialists presented a set of suggestions that help in providing excellent customer service, including:

1. Predicting customers' needs and requirements in the future: Successful companies are those that value the needs of customers not at the present time but in the future and provide all that the customer meets before he asks for it, and to ensure continuous provision of distinguished service, and to find innovative solutions in the event that the customer faces any problems in the future, And even assuming some of the problems that the customer may face in order to be answered and to provide more effective solutions to achieve the best service to customers.

2. Credibility with clients: This trait has a great role in influencing the employee's place in the organization and the general appearance of the company in front of clients, because credibility plays a big role in the customer's relationship with the company and therefore it is necessary to deal with clients with credibility, transparency, fulfillment of promises, and keenness to provide service Distinguished and provide the best of what they have to the customer in the best way, as well as help in solving problems for the customer even because the company is negatively dispersed or affecting the company's reputation among its dealers.

3. Listening well to the customer: Listening well to customers and paying attention to their comments made by the customer and working to fulfill them is in the future the best ways that companies resort to gaining the confidence of those dealing with them, and a perfect employee is the one who puts himself in the place of the customer and understands the face of it. I see it and work to find the best solutions to satisfy the customer and achieve everything he needs,

4. Ensuring constant communication: Communication with clients is the best effective manner to achieve loyalty and gain customer confidence. Clients often resort to looking for

other companies because of bad communication with the company with which they deal with, so the company must establish a special department for customer service to achieve the best communication. With the customer and assisting him in the event of difficulties or any problems with the company, providing solutions and not procrastinating or delaying, encouraging new and innovative ideas to communicate with customers.

5. Building a strong and good relationship with customers: To achieve good relations between the company and its dealers, it must create good and good relations with them from the exhausting methods and policies of the company and this is achieved through constant connecting with customers, showing interest in words and effectiveness, for example the company can send congratulatory messages On birthdays, on special holidays and public events, this increases the continuity of the bond between the customer and the interest of the company, as well as through holding conferences and training courses and inviting customers and with the easing of these things now they have a great role in achieving loyalty and belonging and building links between customers and the company.

6. Ensuring commitment to all promises that the company makes with its customers: Neglect in fulfilling promises is the most dangerous issues facing customer service, because if you make a promise to the customer to implement something, you must implement it as soon as possible, and not ignore or the most important because that will affect Negatively the company's reputation and the customer's relationship with the company, which will transfer dealing with it to another company in search of trust, In the event of a difficult problem, the customer service must inform the customer of this problem, the steps that will be taken, and the period required to solve it, and follow up with the customer until it is resolved.

Third: the utilizing of technologies to build on the process of communication between offices:

Modern communication technology has produced a real revolution in the transmission and storage of information, and some new services have appeared in the transfer of data and information and increases the effectiveness of this technology, and this technology is characterized by the tremendous effectiveness resulting from the degree of influence and exchange between the parties of communication, and the obligation which is not linked to a specific time to send and receive communication messages, the ability to transfer through the transfer of information from one medium to another medium that is different from it, the non-mass media, which means that communication messages reach their target audience accurately, and these modern communication media are distinguished by their spread and prevalence, which made their use easy.

The employment of this modern technology for office communication within the company provides effort and comfort among users, which combines remote and computer communication, in addition to the Possibility of this technology to contain all forms of communication messages such as video clips, audio clips, texts, pictures, and others. It can also be employed in the training and learning process that the company implements.

The following table shows the means of communication made available by modern technology that can be used in the process of communication between offices.

Target	The Used Programs
Tools for communicating with the work team and colleagues	Slack
	HipChat Service
	Workplace from Facebook
Meeting and video calling tools	Google Hangouts
	Zoom application
	YouTube Live
	Join.Me Application
	Figure tout tool attached to Google Chrome
Project and task management tools	Asana
	Float tool
	JIRA Application
	Trello
Productivity tools:	Todolist Application
	Idonethis Application
Design and programming tools	GitHub
	Invision
	Skitch Application
	Codepen Application
Storage and file sharing tools	Box Application
	Google Drive
	Dropbox Application
Feedback and evaluation tools	Mailchimp
	Doodle Application

Fourth: Create / review employee performance appraisals

Performance review is very important, but it is difficult and may take some time, but despite all that, performance review is the levers that can improve the performance of the organization, as reviews encourage people to play according to the company's rules, stop bad habits, and set priorities, and hold themselves accountable. The review of employee performance evaluations is achieved through a set of modern methods and strategies, and we define them as follows:

Behavior-based gradient method: This scale depends on the basic elements that are included in the graphic gradient and critical situations methods, as columns for each characteristic or style are defined and designed that are derived from the reality of the actual work and not pre-defined general characteristics as

is the case in the graphic gradient scale. The evaluation of the individual is based on his possession of the qualities and his expected behavior at work so that the qualities and behaviors are related to the basic requirements of the work, beside, the clarification and interpretation of the different levels of behavior, such as whether it is distinguished, good or weak performance, which helps the evaluator to link his evaluations with the individual's behavior at work during the evaluation process.

– **Behavioral Observations Method:** in this method, the expected behavioral dimensions of performance are determined as in the previous method, except that the evaluator here observes the behavior of working individuals and arranges them on five weights for each dimension instead of one weight, and then collects the grades obtained by the working individuals for each dimension. Work dimensions, meaning that each dimension or variable contains multiple situations. This method is characterized by the fact that it is focused on the observed behavior instead of the expected behavior that in this method the evaluator monitors and follows up on working individuals, while in the previous method the evaluator performs the evaluation process according to his expectation and knowledge of the behavior of working individuals.

– **Management by Objectives method:** This method focusses on the results, meaning that no attention is paid to the employees' behavior or their characteristics, but rather through the results that the employees were able to achieve.

The management evaluation method aims to strengthen the relationships among managers and employees and increase the motivation of individuals to work, and this method relies on collective participation between managers and employees in setting the basic tasks and responsibilities of individuals at work, in addition to it making the individual set his short-term goals in cooperation with his immediate boss. Availability a joint contract between the superior and subordinates from time to time to assess the extent of achieving previous goals, and the performance evaluation process focuses on the accomplishments achieved compared to the personal characteristics and characteristics.

– **Assessment Centers Method:** This method seeks to measure skills and specific characteristics such as: planning, organizing and human relations, by setting specific measures for these characteristics despite the difficulty of measuring them. This method is utilized to evaluate managers at different administrative levels in particular.

Where he entrusted the evaluation centers the task of performing simulations of some tasks or duties, such as: group discussions without a leader, role-playing, problem-solving, and decision-making to face pressures and work conflicts, and finally, those in charge of the evaluation process analyze the behavior of individuals and evaluate their potential management skills or abilities.

This method is characterized by providing an objective measure the performance of administrative tasks by providing specific and certain information. It helps in designing

individual administrative development plans, while providing accurate information about the points of strengths and weaknesses of employees. It is also characterized by reliability, validity and acceptance of managers and employees. The method is expensive and difficult to use in all different administrative levels.

Total Quality Management Method: It is considered one of the contemporary methods of evaluating job performance, as it is a method to manage human resources that translates modern trends in evaluating the performance of workers, as the fact that the institution today has become unable to ignore the importance and the role of the human dimension, to ensure their commitment and commitment to workers. Success. This method focuses on the compound mix in evaluating performance, which combines behavior and worker characteristics with work results.

List of jobs, including initial salary information:

Function	Initial salary
secretary	3500 riyals
Marketer	4,500 riyals
operation manager	7000 riyals

A guide to the health, safety and well-being of the company

The general objectives that health and psychological safety seek to achieve in protecting the human element from injuries resulting from the hazards of the work place are determined by preventing them from being exposed to accidents, injuries and occupational diseases, in addition to preserve the physical component represented in the facilities, tools and the devices from damage and loss as an outcome of accidents, beside the provision and implementation of all occupational safety requirements that ensure the provision of peaceful environment that provides protection from Accident risk for the human and physical elements, while providing the necessary training for employees to follow and respect safety laws, and finally, take action against any behavior involving negligence, whatever its level.

In order for the previous objectives to be achieved, there must be proper technical planning for the foundations of prevention in the facilities, and the existence of legislation stemming from the need to implement this technical planning, and that there should be implementation based on sound scientific foundations during construction operations with the provision of specialized technical devices to ensure the continued implementation of services Occupational Safety and Health.

First: Environmental, health and safety management requirements

1. Leadership and Commitment: Determining how to make senior management a role model by demonstrating its commitment through participation and communication with employees regarding environmental, health and safety affairs.

2. Environmental, Health and Safety Policy: It includes commitment to continuous development, compliance with current applicable legislation and other requirements, and its signature by the senior management.
3. Organization, tasks and responsibilities: These include the organizational structure of the company, the environment, health and safety, in addition the tasks and responsibilities of EHS personnel, management of subcontractors and suppliers, senior project personnel and their contact details.
4. Communication: It includes: regular and session meetings, alerts and EHS bulletin boards, rewards, incentives, honors and discipline.
5. Training: The orientation training for the environment, health and safety includes enlightening training for the work staff, awareness and training on the environment, health and safety.
6. Inspection and monitoring of sites.
7. Reporting accidents and investigating.
8. Environmental, health and safety rules and procedures for the site.
9. Personal protective equipment.
10. The registration and monitoring system for environment, health and safety documents.

Second: Planning

- _ Risk management: during which risks are identified, the possibility of their occurrence and their effects assessed, and control measures are put in place.
- _ Legal and other requirements: These include laws, regulations, and guidelines for practicing the environment, health and safety, etc.
- _ Emergency management and evacuation plan
- _ Site security plan and entrance control
- _ Work permit
- _ Traffic Management Plan

Third: implementation and operations

Occupational health arrangements: by developing and implementing control measures with regard to the following:

- _ noise
- _ vibration
- _ temperature, heat stress.
- _ ionizing and non-ionizing radiation
- _ Lighting and ventilation
- _ Comfort and luxury facilities

- _ Hazardous materials
- _ dust
- _ biological factors
- _ Pests

Safety arrangements: by developing and implementing control measures with regard to the following:

- _ Work at heights
- _ Scaffolding and ladders
- _ Loading platforms and other platforms of all kinds
- _ Templates and structures
- _ bishop
- _ Lifting equipment, tools and operations
- _ Excavations and trenches
- _ Demolition
- _ Piles
- _ Electrical equipment and electricity networks
- _ Electric and gas welding
- _ Gas cutting
- _ Hazardous materials
- _ fire
- _ Work on the surface of the water or in a place near a stream
- _ Mobile vehicles and equipment
- _ Mechanical machinery, equipment and systems
- _ Portable tools (electric, pneumatic and manual)
- _ Falling objects
- _ Slipping, Tripping and Falling
- _ Tidiness and hygiene
- _ Violence
- _ Separation of pedestrians / pedestrians from vehicles and mobile equipment
- _ Manual carry, push and pull

Environmental arrangements: by defining how to deal with environmental aspects and impacts by developing and implementing control measures with regard to the following:

- _ Waste management: This includes appropriate measures to control the collection, sorting and disposal of waste according to procedures and guidelines for the disposal of hazardous and non-hazardous wastes.
- _ Protection of soil, water channels and groundwater from the risk of pollution: through the presence of containment areas for fuel, oil and chemical tanks, an area for washing and cleaning concrete equipment and pumps, dripping trays for machinery, equipment and trucks, and the availability of equipment or materials to combat oil leakage.
- _ Air protection: through programs to prevent dust, air emissions, which are programs for the periodic maintenance of vehicle engines, trucks, equipment, factories, machinery, etc.

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