COVER PAGE AND DECLARATION

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I. INTRODUCTION

Al-Rajhi Bank was founded in 1957. Today, it is one of the largest banks in the world by market cap and the largest in the Middle East and Saudi Arabia, with total assets of SAR 583 billion (US$ 155 billion), a paid-up capital of SAR 25 billion (US$ 6.67 billion) and an employee base of over 9,400+ associates. With over 60 years of experience in banking and trading activities, the various individual establishments under the Al-Rajhi name were merged into the umbrella 'Al-Rajhi Trading and Exchange Corporation' in 1978. Ten years later in 1988 the bank was established as a Saudi joint stock company under the name of 'Al-Rajhi Banking and Investment Corporation'. And finally, in 2006 it was re-named as 'Al-Rajhi Bank'. Deeply rooted in Islamic banking principles, the Sharia compliant banking group is instrumental in bridging the gap between modern financial demands and Sharia intrinsic values, whilst spearheading numerous industry standards and development.

II. STRATEGIC HRM OBJECTIVES

Al-Rajhi Bank's strategy and organizational alignment focuses on Standard Policies and Procedures; however, Human Resource Management should influence many of the key systems; business processes supporting effective delivery as well as fosters corporate social responsibility ethics and help it to achieve a high performing corporate culture. As we all know, Human Resource Management can play a significant role so that corporate social responsibility can become "the way we do things around any organization". Human Resources shall be the key organizational partner to ensure that objectives are achieved through and with the people, treating them as valued stakeholders within the organization. Hence, Human Resource should be self-confident for this leadership role as it is adept at working horizontally and vertically across and within the organization to compete in this competitive market; and to develop those procedures and policies

to suit the organization and its culture; hiring and outsourcing, Performance Management; Expected Program Elements and Audits to all professional services (Workplace Services Program Management; Energy Management; Health and Safety & Security; Space Planning; Maintenance Program & Project Management, etc). Human Resource should have the acceptance of changes and the ability to force the implementation of new culture, behavior, and employee development for the sake of the employee's and the organization's overall growth.

Al-Rajhi is the second largest bank in the banking industry in Saudi Arabia with a market share 16.1%. They have a well written policy; however, it is not executed in practical reality. It is understood that time is needed for implementation; however, I believe that executing should be part of the policy writing process with a clear objectives, goals and timelines.

In 2016, there were an issue where Al-Rajhi Bank was struggling and was about to announce bankruptcy. The Board of Directors at this time took a huge risk to fix the situation – they hired a Chief Executive Officer who was well known in turnaround business strategy and gave him the absolute authority in developing and returning the bank to an upward and positive direction. What the CEO had done was basic and simple. Some would consider it the ABC's of business, however; it needed experience and leadership to implement the ideas which returned Al-Rajhi to its greatness.

This new CEO didn't instinctively look at cost-savings at the expense of letting employees go. In fact, it was quite the opposite. His first step was to qualify and evaluate the managers by looking at their education, experience and track records. He then restructured the roles so that the right people were in the right roles based on their qualifications. He also implemented an open-door policy and started development and educational programs, where promotions were based on performance and productivity. Furthermore, the CEO raised all employee's salaries by 20% and

started benefits such as where all Al-Rajhi Bank employees were allowed banks loans and profit sharing…all which lead to increased employee loyalty.

The outcome of this approach by the CEO brought about a very positive change in the organization. In the first four months, employee's productivity increased by more than 40%, and in return the bank started to restore its place in the market with improved customer services, coupled with new customer loyalty programs developed in parallel to employee benefits. This conjunction increased not only the employee loyalty, but created a strong loyalty based with its customers also.

As expected, the first year was challenge, but the outcome was magnificent. Human Resource policies were implemented in the right way and the continual development of it was always in process. Four years later, by the time the turnaround specialist CEO was announcing his retirement, Al-Rajhi Bank had become the second largest bank in Saudi Arabia with market share of 16.1% right behind National Commercial Bank (NCB), which holds the market share of 20.5%. In positions three and four, you have Samba Bank with a market share of 10.1% and Riyadh Bank with 10.1% also.

The research shows us that the banking industry usually are businesses with the minimum headache. However, looking at the inner workings of a bank dealing with the finance and processes of a bank can truly be complex. This requires in-depth experience to ensure the success in the banking industry.

Unfortunately, most of the hard work that had been done in the four years by the turnaround CEO changed drastically upon his retirement. A new CEO was hired, and he immediately changed the front-line management without consideration to the education and experiences of these employees.

Furthermore, he reduced the salary increments and reduced the employee loan program, which had helped many of Al-Rajhi Bank's employees find stability in their personal lives.

This resulted in an unhealthy work environment to the point which employee retention because a major issue for the bank. Employee performance decreased due to the new implemented procedures and policies. It should be noted that the policy was well-written but there was no consideration given to the actual implementation.

III. PROPOSAL OF HUMAN RESOURCE POLICIES

It should be noted that most organizations suffer due to the lack of fair and motivational measures due to the lack of a culture of reward, which encourages the performance and the stability of employees. At Al-Rajhi Bank, the system focused on the pay salary and lacked bonuses or other forms of compensation. This resulted in a damaged sense of performance which was not measured, but rather a salary base value which caused discrimination and frustration among all the employees. Hence, top performing employees receive smaller raises than their less-performing colleagues. The company really did not distinguish between talent who felt their performance was undervalued and the low performing employees who needed to be assessed and trained for company goals and competencies. As a result, high turnover in certain roles, such as Engineering, quickly moved to companies where they were valued greater and compensated for their performance and hard work.

a. How to improve employee retention

Based on what we have been studying in HRM, Human Resources is the backbone to the success or failure of any organization. The financial situation of an organization is one of the strength aspects of an organization but having financial power is not an aspect of organizational growth.

On the other hand, many organizations have started with no strong financial situation, but they have a passionate group of employees who feel heard and valued, and as a results of that, they have grown to become the top organizations in the world. We have numerous examples to look to, such as Apple, Amazon and Facebook. They all started with people, and not so much with money as the focus. And as per our research findings, their employee retentions are one of the highest compared to other organizations. Their strengths are built on believing in their employee recognition, mental stability and development. And this is why and how they earn the loyalty of their employees. These organization invested in loyalty programs where they favor their employees and families by setting up special investments for kid's educational programs, employees Master's program, and awards for those who achieve exemplary performance. They knew these development programs and caring for their employees will make people love what they are doing and be creative on how they are doing it while building unharmed competition spirit among the employee and showing them that being human is the main over aspect.

Hence; as of 4 solutions management and team implementing the positive idea's on one of the companies they work for so they came up with the below and implemented them and actually the performance was enhanced, people creativity was increase hence the company growth was 30% higher just in the quarter after.

The strategy was based on:

- Providing a more positive environment;
- Encouraging employee creativity:
    - Develop a recognition program where people can be recognized in multiple ways such as scholarships, trophies, promotions; also, could be rewarded financially;

- Set up a taskforce name as "Creativity SWAT" to come up with development topics and link it to employee performance;

- Establish the value in people's creativity by encourage risk-taking;

- Create quarterly all-hands meetings, and a yearly kickoff where you can celebrate people's achievements and encourage positive working environment where creativity and spontaneity can occur.

- Ensure employee loyalty by providing them:

  - Stability

  - Compensation

  - Respect

  - Health benefits

  - Work-life balance

- Give employees an opportunity to grow and invest in their training, make a mentoring program where they can shadow an executive and be involved in management discussions and decisions.

b. More effective customer service practices

Research shows that if we receive exceptional customer service, we will tell two or three people. However, if we experience poor service, we will tell ten to twelve others! Since word of mouth, on-line recommendations and referrals are often key drivers of new business, all companies should strive to achieve consistently high service levels. With that in mind, companies try to improve their Customers Service experience and some of the practices has more efficiency in driving it than others. Lets take a look at what an organization can do to have more effective customer service practices while it is always subject to new development and implementation as needed.

- Communicate and understand customer requirements and standards clearly;

- Recruit team members with customer orientated behaviors, problem solving and experience with providing the right training to deal with obstacles, if any;

- Keep connected with the customer regularly and promote customer feedback;

- Understand customers and organization business background;

- Exceed customer expectations and experience;

- Capture and share examples of great service;

- Personalize the customer service;

- Always be ready with SWAT team to deal with any crisis and create timeline where customers are always updated on their concerns or issues;

- Analyze customer concerns and complaints and link them to employees KPI's to ensure customer measure satisfaction and experience;

- Build a customer focused team culture

c. The use of technology to improve interoffice communication

Technology has become a main communication tool in everything we do in our daily lives. The changes we see in communication comparing the last decade is unbelievable – who knew that everything we will be doing will be through technology – emails, text messages and even systems in our daily financial activities, official business requests, salary transfer and even vacations request. This is just a drop in the ocean when it comes to technology activities we use in our daily lives.

Most of companies now focus on e-communications, especially in the current COVID climate where everything became systematic, and the reduction of paperwork and forms submission has become minimal due to an increased remote working setup.

Every company should implement a system to improve inter-office communication and to do so they need to provide the employees with the minimum of the below communication tools:

- Computers or laptops depending on if the employee works in the company office or needs to carry the equipment home as needed for his/her role;
- System to be connected to the server also depending on the size of the company and what they do, as well as to provide the right training on the chosen implemented system;
- Mobile and internet connection;
- Email access;
- A tool for communication such as Skype for Business, Microsoft Teams or Zoom;

d. Create/revise employee performance appraisals

The new performance system resulted in a majority of satisfied employees (above 50%). However, in my opinion, the company needs to focus on the indifference (15%) as they can be potential dissatisfiers, if neglected. But overall enhancement in performance is noticeable which indicated that the new system is better although it still has flaws that needs to be revised and re-assessed. For example, educating employees in a more intimate and interactive way, rather than only by a form or guidebook.

Adding to that, the performance system should align with the company direction and goals so that employees can see vividly the impact they are making to transform the employer they work for. The performance system has clearer guidelines and plan of measurements, employees are

compensated per performance and managers were asked to put lot of effort while assessing performance (which they did not like) In addition, building a team goal spirit so whole team gets impacted by the efforts of individual, can be a good or a not so good approach. Also, not ranking employees should be a consideration during their 'orientation' or 'onboarding' period.

The company is enhancing incredibly, and extra enhancement will further optimize its employees and motivate them to stay and do beyond their jobs as a one team spirit and culture. Furthermore, revising the evaluation criteria and tools used by managers in performance appraisals must be continuous and evolving from time to time and not only be focused on money but also on recognition, development, training or granting shares in the company to showcase employee appreciation.

In addition, educating about the performance plan based on the role needs to be well conducted. Compensation plans should vary in each role, taking into account various factors – revenue generators than enablers, therefore creating a tailored process of performance measurement is a must.

In summary, the company needs to adopt a one team spirit culture of motivating each other and evaluating fairly based on performance with no bias; managers should be compensated on encouraging top performance and recognizing talents; leaders should reinforce the importance of performance system for their workforce management and monitor success.

IV.   JOB POSTINGS

a.   Secretary

Job Information

Job Title: Secretary

Education: Highschool, Diploma, Bachelor's degree

Experience: 2 – 5 Years

Gross Salary: 3,500 – 4,500 SAR

Responsibilities:

The Secretary is the key administrative officer of the organization and is responsible for the efficient management of the team.

Duties:

- Provide an open communication link between the employees, management, and customers/clients;

- Clear the mailbox regularly so that correspondence can be distributed and dealt with at meetings;

- Record all inward and outward correspondence and acknowledge where necessary;

- Have a good working knowledge of meeting procedures;

- Prepare agendas, reports and papers for meetings;

- Take minutes at all meetings;

- Maintain a sound knowledge of company policies and procedures;

- Maintain confidentiality on relevant and delicate matters;

        b. **Marketer**

Job Information

Job Title: Marketer

Education: Diploma, Bachelor's degree

Experience: 2 – 4 Years

Gross Salary: 4,500 – 5,500 SAR

Responsibilities:

To design and carry out direct marketing and sales activities, to maintain and grow sales for the organization in accordance with agreed business plan.

Duties:

- Maintain and develop a computerized customer and prospective dashboard;

- Plan and carry out direct Marketing activities (principally direct mail) to agreed budget, Sales Volumes, values, product mix and timescale;

- Develop ideas and create offers for direct mail and marketing to major accounts by main market sector and organization products;

- Responsible to and follow up sales enquires by post, telephone, and physical visits;

- Maintain and develop exciting and new customer through planned individual account support and liaison with internal order – processing staff;

- Monitor and report on activities and provide relevant management information

- Carry out market research, competitor and customer survey;

- Maintain and report on equipment software sustainability for direct marketing and sales reporting purpose;

- Liaise and attend meetings with other company function necessary to perform duties and aid business and organizational development;

- Manage the external marketing agency activities of telemarketing research;

- Attend training and to develop relevant knowledge and skills;

c. Operation Manager

Job Information

Job Title: Operation Manager

Education: Bachelor, Master, Dr. degree

Experience: 9 – 14 Years

Gross Salary: 25,000 – 43,000 SAR

Responsibilities:

The operation manager should be participating and ensuring the success and efficiency of organizational processes. To help maintain and grow this standard, Operational Manager should have a sharp business mind and proven success managing multiple departments toward maximum productivity. The individual should be highly skilled in human resources, finance, and IT management. Additionally, he or she needs to have display a proven ability to develop and maintain an environment of trust, diversity, and inclusion within your team as well as to have the ultimate responsibility to increase the organization operational efficiency.

Duties:

- Maintain constant communication with management, staff, and vendors to ensure proper operations of the organization;

- Develop, implement, and maintain quality assurance protocols;

- Grow the efficiency of existing organizational processes and procedures to enhance and sustain the organization's internal capacity;

- Actively pursue strategic and operational objectives;

- Ensure operational activities remain on time and within a defined budget;

- Track staffing requirements, hiring new employees as needed;

- Oversee accounts payable and accounts receivable departments;

- Lead, motivate, and support a large team within a time-sensitive and demanding environment, including setup and implementation of career development plans for all direct reports and problem resolution;

- Manage timely data collection to update operations metrics to achieve productivity targets, reduce cost per unit, eliminate errors, and deliver excellent customer service

- Partner with cross-functional support teams in improving the proprietary tools and systems;

- Work closely with legal and safety departments to make sure activities remain compliant;

- Oversee materials and inventory management;

- Conduct budget reviews and report cost plans to upper management;

V.   A HEALTH, SAFETY AND WELLBEING GUIDE FOR THE COMPANY

In my opinion, the employee's and business' health are alike, and works only as efficiently if the head and body has synergy. What is really needed to measure the general health, safety and wellbeing conditions at an organization that enable employees to stay healthy and balanced? I

believe there are some aspects if they are balanced then by default the performance of an employee will stabilize and more likely increase.

- Health

- Purpose of affiliation

- Culture of leadership

- Empowerment

- Perspective

- Reward

- Stress & Life balance

There are many ways to booster health, safety and wellbeing culture in a team:

- Understand the Stress Satisfaction Score

  - Understand how the stress satisfaction score can support you in fostering a healthy culture in your team: It helps to identify needs and appropriate actions, which lower stress and increase satisfaction.

- Start a dialogue with the team

  - Get into a conversation with employee to find out what they need to feel better.

- Use One-on-One methods with the employees

  - Have One-on-One conversations with each team members to understand their needs.

- Encourage the employee to keep track on their stress level

  - Use this self-check (Stress-Satisfaction Score) regularly to assess stress and satisfaction score to reflect on resulting actions.

- Work ergonomically

- Set up your workstation correctly and take sufficient desk breaks to prevent back pain, headaches, eye strain and more.

- Be mindful

  - Practice mindfulness to gain a healthy distance, increase emotional intelligence, focus and attention for all aspects of your life.

- Establish a Team Health Champion

  - Nominate individuals with the passion for health & well-being for keeping the team up to date about offerings

- Run Your Way

  - Encourage engaging activity platform to conduct team activity challenges for more integration of physical activity in daily life

- Celebrate accomplishments

  - Plan time to be proud of what has been achieved and to celebrate the success of your team.

- Adapt healthy leadership behaviors

  - Integrate the Healthy How We Run and Lead Behaviors in your daily business to keep your team healthy.

- Know where and when to get support

VI. CONCLUSION

Areas of development is broad and wide topic. The possibility of huge growth in the banking industry is massive, however, rules and processes should be improved and implemented in the right way. The overall company, both employee and customer loyalty needs to be encouraged

and brought back on track to have a smooth working productivity. Hiring should go as right person in the right place from a prospective of education, experience and development .. etc

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