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COVER PAGE AND DECLARATION

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1. Introduction & Company Overview

Tatwir Al Masani is a SME based in Saudi Arabia which focuses on providing packaging solutions such as industrial plastic bottles, caps, sprayers, and other packaging items. The company was formed to cater to the increasing local and regional demand and has since established a reputation as a trusted supplier in the packaging industry. Conducting business with only 13 employees, Tatwir Al Masani attributes its success to its nonsophisticated organizational structure which helps the company in being flexible to client needs and the overall business conditions. The company is small-sized, however, has a major role in supplying finished products to customers in the food, cosmetics, and household goods industry where packaging is vital for safety and brand image.

In Saudi Arabia, and in the rest of the world, the packaging industry is growing rapidly. This is mostly due to a rise in urban living, increased consumerism, and changes in government which promotes industrial diversification as a part of Vision 2030. In the case of small and medium enterprises such as Tatwir Al Masani, the role of human resource management has shifted from a basic administrative task to an important aspect of competition strategy.

Saudi SMEs account for nearly 28% of the country's GDP, a figure likely to increase further as the government accelerates the promotion of entrepreneurship and industrialization (PwC, 2022). Consequently, Tatwir Al Masani needs to focus on improving its internal structures, especially human resource management, for the company to remain competitive and sustainable.

Currently, there is a close group culture in the company due to its small size, helping to create a small team, which is akin to a family. Employees are able to take on several roles, and while this is flexible and helps increase efficiency, it also creates problems with the balancing of workloads and accountability. Compared to large organizations, it is common for small and medium-sized businesses to have no formal human resource policies and rather adopt a 'policy as you go' approach (Armstrong 2020). While the advantages of flexibility accrue as a result of this lack of formality, it also results in gaps in recruitment, training, and compensation, as well as the evaluation of performance.

According to Tatwir Al Masani, the implementation of HR policies, while subjective, is berthed with the necessity of tactical HR growth, making this a branch of the practice about which we cannot afford to be reticent or cavalier.

Well-structured HRM practices enable SMEs, within the tactical framework, to strategically position themselves through lower employee turnover and increased productivity along with overall legislative compliance of the country's industrial relations system (SHRM, 2023). Furthermore, top-tier international practices in HRM emphasize considering employee well-being, multi-cultural diversity, and the elimination of silos in learning and development integration into corporate frameworks. Such practices will also positively impact the employee's experience, along with strengthening the corporate brand in the eyes of the clients, which is in tandem to the growing demand of clients in working with responsible corporate citizens.

In this respect, Tatwir Al Masani encapsulates the potential and the challenges for SMEs within the packaging industry in Saudi Arabia. Clearly defined corporate mission and vision is the starting point, aligning reinforcing HRM with the corporate objectives for sustainable growth is the HRM challenge. This report looks at the current HR practices in place at Tatwir Al Masani, evaluates existing gaps, and provides recommendations for improvement supported by the gaps. Alongside this, also sets forth job profiles for which salary benchmarks are proposed and a strategic guide for health, safety, and well-being to guide organizational resilience and sustainability is also proposed.

2. Critique of Current HR Policies

Currently, there is no separate department for Human Resources at Tatwir Al Masani and there are no policies and procedures manuals pertaining to Human Resources that are available. This is typical for SMEs in the KSA, in which owners and center managers carry out the tasks of Human Resources at an informal level (Armstrong, 2020). This kind of informal approach is adequate in the initial stages of the business, however, a growing company in the process of successional development, will be greatly hindered by the absence of such management practices. There is an absence of organizational policies that are formalized in the areas of recruitment, training and development, compensation administration, performance appraisal, and overall organizational culture.

2.1. Recruitment Practices

At Tatwir Al Masani, recruitment is conducted based on personal recommendations, referrals, and informal word of mouth. This fosters trust and cultural compatibility among the employees, however, the company risks missing out on the external candidates that potentially offer new and valuable skills and ideas (Dessler, 2021). The company does not seem to be interested in the absence of a clearly defined recruitment process, which in many cases results in the lack of clearly defined roles and responsibilities of employees. Unlike, Tatwir Al Masani which is a relatively smaller sized company, the other players in the packaging industry are able to attract more candidates due to the standardized recruitment processes they have in place which include job advertising, interviews, and other productive assessments (SHRM, 2023).

2.2. Training and Development

The training practices on employees at Tatwir Al Masani is limited.

Because practical training is utilized more than formal training, employees develop abilities for a given role differently. It is true that learning through experience is beneficial, but learning through experience is not a substitute for training for subjects such as packaging machinery, safety, and customer relationship training. Studies show that small and medium enterprises that focus more on towards investing in employee development have a high employee retention rate as well as productivity (Beardwell. Thompson, 2020). Otherwise, employees who do not undergo training will likely have feelings of stagnation, thus resulting in a lack of interest in the job, and

eventually resigning. Not to mention the company sacrificing its innovative capabilities in responding to advances in packaging technologies.

2.3 Compensation and Benefits

The company has a competitive base salary that, on average, is above the market average for small to medium enterprises, and this is a strong aspect. However, there is hardly any formalized performance bonuses, and there are no health benefits or long term incentive retirement plans. Employees leaving for positions in other companies is a risk, and that is because other companies have more extensive and comprehensive compensation packages (PwC, 2022). The lack of clear, set salary structures is one of the causes that lead to perceptions of injustice, and thus lowers morale. An integrated HRM approach will define a compensation policy that incorporates both fixed and flexible pay elements to reward employees for performance and retention loyalty (Boxall et al., 2019)

2.4 Performance Appraisals

Performance evaluation at Tatwir Al Masani is not only informal but also inconsistent.

Feedback typically comes verbally from management with no set criterion or measurable KPIs which leads to speculation and oversplits. This makes determining necessary trainings and providing justification for promotion very difficult. SHRM states that structured performance appraisals based on objective metrics fosters greater motivation and greater accountability (2023). The absence of formal appraisals systems at Tatwir Al Masani diminishes the prospects of fairness and transparency and increases the odds of employee disengagement. Even more so, unrecorded employee appraisals creates silos which prevents succession alignment to set outcomes.

2.5 Communication Practices

In the company, communication is majorly informal, utilizing direct interaction and WhatsApp groups. Although relatively rapid and user-friendly, these methods are devoid of professional and adequate chronological records. The major accompanying challenge is that critical agreements are often missing, setting the table for future irrelevant discourse. The research asserts that formal communication systems for SMEs better aid in coordinating, reducing, and conflict and fostering organizational knowledge (Harvard Business Review, 2021). Formal communication systems at Tatwir Al Masani such as internal newsletters and communication platforms like Microsoft Teams are likely to boost cross-functional collaboration and transparency.

2.6 Health, Safety, and Compliance

An area of particular concern is the absence of formal health and safety procedures in the current human resource.

Risks Employees within packaging and warehouses face include exposure to hazardous materials, lifting heavy objects, and operating dangerous machines. Global standards like ISO

414001 and OSHA emphasize the necessity of training, protective gear, and construction of safety protocols (ILO, 2022). At present, Tatwir Al Masani addresses safety matters on an ad hoc basis, using basic instructions instead of employing formal policies and procedures. This increases the likelihood of workplace accidents, legal issues, and exposure to reputational risk.

3. Proposed HR Policies

The policies regarding human resources have certainly gained more significance with each passing day. This importance is evident in small and medium enterprises (SMEs) especially in the competitive packaging sector. The absence of proper and organized human resources policies can greatly jeopardize the competitive edge of any organization. In the case of Tatwir Al Masani, some of the inefficiencies abuse the gaps in turnover. In this regard, the revisions on the following HR policies are suggested to improve the retention, performance appraisals, and technology in the communication.

3.1 Employee Retention

If the challenges of retention is not confronted with immediate effect, it can lead to dire consequences. Beardwell and Thompson (2020) state that the case is not different in any small and medium enterprise. In the case of Tatwir Al Masani, retention low can turned phenomenal profitability with the right strategies.

Career Development Programs: Employees will benefit with a transparent and elaborate development strategy that shows the different positions, promotions, skill upgrades, and enrichment. This allows the organization to get the motivation it needs to carry on with a carefully structured strategy.

Training and Upskilling: The packaging technology, machinery operation and safety policies are fundamental, and employees need to undergo training in these areas. In addition, the organization will benefit with employees who have managerial skills, as they are able to undergo training that is geared towards communication, teamwork and leadership.

Retention and engagement levels are positively impacted by active participation in employee training and development programs (Boxall et al., 2019).

Performance-Based Incentives: In addition to base salaries, Tatwir Al Masani should offer performance bonuses for achieving certain targets like sales increases, enhanced productivity, and customer satisfaction improvements. Recognition awards like 'Employee of the Month' can be used to augment motivation for little cost.

Work-Life Balance Policies: Flexible working hours, extra paid vacation, and other family supportive programs are likely to enhance employee satisfaction. Research shows that having flexible work arrangements in SMEs leads to lower absenteeism and greater employee loyalty (HBR, 2021).

Overall, if an organization institutes a structured retention policy, it will save on recruitment costs, enhance productivity, and deepen the organization's commitment.

3.2. Customer Service Practices

Excellence in customer service remains a key differentiator in the packaging sector, along with dependability and swift responsiveness to requests. Deficiencies in customer service can have adverse effects on both reputation and profit margins.

Training in Customer Care: Employees with customer-facing responsibilities need to undergo training in effective communication, negotiation, and complaint management systems. Case studies have revealed that packaging companies that spend on service training have a heightened rate of repeat business (PwC, 2022).

Customer Relationship Management (CRM): The use of a CRM system will allow Tatwir Al Masani to scientifically document customer interactions, track service complaints, and evaluate service performance.

The use of CRM systems enables analytics and reporting on employee and operational indicators which impact customer satisfaction.

Service-Linked KPIs: Customer service metrics like the Net Promoter Score, repeat business, and average resolution time on complaints should be part of the employee performance review. Integrating service performance into HR assessments adds responsibility and motivates employees to attend to customer issues (SHRM, 2023).

Closed Proactive Feedback Loops: The company should introduce a system of routine client feedback through questionnaires and follow-up interviews. The information will determine the training and other development that should be done. An apparent service responsiveness will improve the competitive position of Tatwir Al Masani, particularly against larger firms that are much better resourced.

Integrating customer service into HR policy enables the company to build a company culture where employees consider themselves as more than just workers, but as ambassadors of the company.

- Performance Appraisals

Performance appraisals are vital for ensuring employees contribute to the goals of the organization. Tatwir Al Masani's informal feedback system lacks the structure and objectivity needed, and as such, a more comprehensive framework should contain

KPI-Based Evaluation: Employees should be evaluated based on predetermined key performance indicators (KPIs) for their specific roles. For instance, revenue performance can be used to assess the performance of sales employees, while warehouse personnel can be evaluated on their compliance with inventory and safety standards (Boxall et al., 2019).

360 Degree Feedback: Additions of comments and scores from colleagues, managers, and other employees ensure comprehensive assessments are made for every employee.

This minimizes bias and emphasizes such areas as collaboration and management.

Formal Annual Reviews: Reviews need to take place on an annual basis, supplemented by reviews every six months to assess goals. Outcomes need to be recorded and kept in the HRIS module to allow for efficient access.

Connecting Reviews to Pay: Salary increases, promotions, and even the availability of training should be directly influenced by the results of the review. Providing rewards for work completed increases motivation and the tendency to take responsibility for the results (Dessler, 2021)..

Managerial training: Managers should be equipped with the skills to conduct an appraisal which is balanced, fair, and based on accurate proof. This helps sustain the avoidance of bias and duplicity, which is especially dangerous in small, family-type structures.

Through the adoption of more formulated appraisal structures as described, Tatwir Al Masani will motivate employees while fostering a sense of personal responsibility along with a culture of continual improvement.

4. Job Listings with Salaries

REQUIRED The organization's growth and professionalization of the HR function and practices will require Job Descriptions for new positions. The impact of the proposed job roles on the organization is the attracting of skilled resources and performance evaluation and career advancement forecasting (Dessler, 2021). Their Proposed job listings together with job starts aligned with market in Saudi Arabia for small and medium sized enterprises in the packaging industry are as follows.

4.1 Secretary

Job Purpose

The secretary's role is to handle administrative function to aid the head of the operations department with the execution of daily business activities. This includes but is not limited to record keeping, management, and the control of the internal and external communications of the organization.

Key Responsibilities

- Manage and coordinate the executive's activities including meetings and appointments for the day, and other tasks.
- Prepare and help in the generation of all forms of correspondence the company is involved in and may need to respond to.
- Manage the filing and archiving of company documents. Lead the organization of all official

digital and physical documents.

- Document the agendas and reports of the company meetings and distribute them to all relevant stakeholders.
- Document all the meetings and ensure that the proper minutes are kept for proper records of the discussions.
- Assist with the coordination of the booking and travel of participants for the meetings and other business engagements.
- Support the HR department by assembling files on the day to day attendance sheets and the applications forms for concerned individuals.

Qualifications

- Degree in business administration or any other business related or relevant course.
- Good level of organizational and communication skills.
- Good level of skills in the use of Microsoft Word, Excel, and PowerPoint.
- Work experience in small and medium sized enterprises is an advantage.

Starting salary

The average remuneration for secretary roles in small and medium sized enterprises in Saudi Arabia is between SAR 4,000 and SAR 5,000 as of 2023 (Bayt, 2023).

4.2 Marketer

Job Purpose

The marketer focuses on customer acquisition, enhancing brand visibility, and increasing revenue. In the packaging industry, marketing is crucial for creating and fostering relationships with manufacturers, distributors, and retailers.

Key Responsibilities

- Plan and carry out marketing campaigns on other media and offline.
- Determine and sustain the company's image on the Internet, including social media.
- Conduct market research to gather the industry's business trends and competitor tactics and strategies.
- Coordinate the company's attendance at trade fairs, exhibitions, and networking opportunities.
- Work with design companies to prepare advertising and other promotional items.
- Evaluate campaign performance and prepare the management reports.

Qualifications

- A degree in marketing, business, or communications is required.
- Working knowledge of the following digital marketing tools is required: Google Ads, SEO, and analytics.
- Excellent ability to negotiate and manage clients.
- Experience in B2B marketing, particularly in the industrial sectors, is a plus.

Starting Salary

The average starting salary for marketers in SMEs in Saudi Arabia is SAR 6,000 7,500 per month, depending on qualifications and experience (GulfTalent, 2023).

4.3 Operations Manager

Job Objective

The operations manager is responsible for the business' day to day activities, ensuring that production, the supply chain, and the warehouse are running efficiently. This is the key role for the success of Tatwir Al Masani since excellence in operations determines the profitability of the company and the satisfaction of its customers.

Key Responsibilities:

- Manage the functions of the warehouse and supervise logistics activities.
- Interface with the suppliers in order to supervise the purchase of raw materials.
- Assure the adherence of health, safety, and quality standards (ISO/OSHA).
- Formulate and implement operational strategies aimed at boosting productivity while minimizing operational expenses.
- Construct company reports in respect of the operations, intended for the upper management.
- Empower, inspire, and lead employees in several divisions of the organization.

Qualifications:

- A bachelor's degree in business administration, industrial engineering, or a closely related discipline.
- A minimum of five years of experience in operations management is required.
- Superior command in leadership and problem solving abilities.
- Understanding of ERP systems and supply chain management best practices.

Starting Salary:

According to the Saudi market benchmarks, operations managers in the Saudi market earn SAR 9,000 to 12,000 monthly (PwC, 2022).

5. Health, Safety & Wellbeing Guide

Every organization must comply with the law regarding employee health, safety and wellbeing. Also, with a sophisticated strategy, a company can achieve sustainable growth which is a business priority. This is especially true for businesses like Tatwir Al Masani, which is involved in packaging, warehousing and logistics. Having robust employee safety practices helps reduce workplace accidents while improving productivity and reputation. ISO standards and OSHA, for example, point out the structured physical, psychological and safety health systems needed in organizations (ILO, 2022). Below is a sample health, safety and wellbeing policy designed for the size and type of industry of the company.

5.1 Health

Employee health is the main pillar of productivity for any organization. It is easier for small and medium size enterprises to overlook the mastered health policies which can affect the bottom line. However, it is worth noting that the positive relationship between organizational performance and the investment in employee health is evident (Beardwell & Thompson, 2020).

Company's medical coverage policy: The company should aim at providing an extensive health insurance coverage for all employees. This should include the general medical cover, occupational injuries and chronic conditions. This is a good strategy to enhance the company's image during recruitment drives.

Preventive Healthcare: The organization should adopt civil policies which include annual medical check-ups, vaccination drives, and wellness screenings. Employees and the organization can save on long-term health care costs through preventive healthcare strategies that mitigate risks early (SHRM, 2023).

Wellness Programs: The company should hold health promotional workshops on the exercises, stress management, and nutrition.

Wellness apps may be one way to support employees' healthy living costs, or having a direct partnership with a local gym may be a way to provide additional support or incentives.

5.2 Safety

Safety can be a particular concern when it comes to the operation of a business in the warehousing and packing industries. Employees lifting, operating, or handling chemicals may be exposed to an array of risks. Risk assessments and employee training are fundamental, as emphasized in the guidelines for OSHA and ISO 45001, and ILO, 2022).

Safety Training: Training sessions should be held regularly to instruct employees on safety measures to be taken before, during, and after emergencies, and cages, as well as how to operate within a work environment. This is especially important for employees in warehousing who deal with bulk heavy goods.

Personal Protective Equipment (PPE): Employees should be adequately provided with safety helmets, breathing masks, boots, safety gloves, and protective footwear where appropriate. Usage should be enforced, and periodic assessments should be administered to monitor compliance.

Emergency Preparedness: Fire drills and evacuation exercises alongside first aid training need to be executed no less than twice a year. There should be easily identifiable emergency exit signs, and access to fire extinguishers should be available at all company sites.

Incident Reporting: There should be an established framework to deal with the reporting of accidents and near misses. The information gleaned from such reports can assist the management in developing strategies to cut down the prevalence of such incidents.

Compliance: The operations should be in compliance with the labor regulations in Saudi Arabia, OSHA, and other ISO certifications.

6. Conclusion

Analyzing the human resources practices of Tatwir Al Masani has proven that the company continues to lack the appropriate formalized human resource policies that are critical in the greater packaging sector in the Saudi Arabia. Even for a company that is relying on a culture that supports close working relationships, low to moderate primary recruitment practices, and competing line of pay, the company still has major weaknesses when it comes to the training and development, communications systems, performance appraisal, and general safety standards. It is unavoidable that the company will suffer from a lack of employee loyalty, diminished competitiveness, and failure to grow.

The HR policies will allow the company to improve employee retention and lower turnover in the company profit. Tatwir Al Masani will secure employee loyalty by retention policies that are under the shift in the primary focus toward aggressive capture market strategies. Increasing the company's primary customer base will improve the company strategically. The company's image will improve in a competitive market by achieving HR systems that embed training and performance appraisal on customer service. The company will gain clarity on structural issues, improve internal communication, and support growth by the adoption of new communication technologies and strategic HR management systems frameworks. Employees performance review systems will allow employees to align personal efforts with company multi-year programs and strategies.

With the most consideration to the policies in relation to employee physical safety, personal wellbeing, and the principle of health, the most rest is central.

The implementation of ISO 45001 and OSHA guidelines will enhance risk management and promote a workplace culture centered on safety. Enhanced employee and organizational wellness will result from the addition of mobile work options and mental health support programs. Such additions will also increase the firm's attractiveness, allowing it to better compete against larger corporations.

The success of Tatwir Al Masani hinges on the company's ability to incorporate HRM into the firm's overarching business strategy. The collection of policies and practices needs to shift from informal approaches to more formal, systematic, and rational policies. The goal, then, should be to increase the firm's innovativeness, sustainability, and competitiveness within the regional packaging sector. Companies like Tatwir Al Masani must understand, upon the advancing Vision

2030 for Saudi Arabia, that people are the most vital resource and the strategic management of HR is essential for growth and success in the projection to the future.

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