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Introduction

The role of Human Resource Management (HRM) is vital to the performance of every organization. These are elaborated on in the following review of the human resource policies of the ‘Saudi Public Transport Company’. SAPTCO is one of the leading transit companies in KSA, providing luxury bus services in and between several cities to millions of passengers each year. The company’s drivers, maintenance workers, clerical personnel and customer service representatives, make up its backbone.

The report assesses SAPTCO's current HR policies, pointing out their advantages and disadvantages. The provision of fundamental employee benefits like health insurance, investment in driver safety training, and adherence to Saudi labor laws are among its strong points. Nonetheless, the organization encounters difficulties with contemporary hiring practices, restricted career advancement opportunities for staff, subjective and antiquated performance evaluation methods, and comparatively low employee engagement. These flaws lower organizational effectiveness and increase turnover rates.

To address these gaps, the report proposes new HR policies that focus on four critical areas: employee retention, customer service practices, integration of technology in communication, and improvement of performance appraisal systems. Apart from these, there are some more productive recommendations like performance-based incentives, digital customer feedback systems, internal communication platforms, and role-specific Key Performance Indicators (KPIs).

SAPTCO can increase customer trust, lower employee turnover, and better align with Saudi Arabia's Vision 2030 objectives of developing a modern, effective, and people-centered transportation system by following the above suggestions.

The strategic role of human resource management in fostering organizational success is becoming more widely acknowledged. In service sectors like transportation, where staff members deal directly with clients and maintain business continuity, effective HR policy play an important role. The main supplier of bus transportation services within and between Saudi cities is the Saudi Public Transport Company (SAPTCO), which was founded in 1979.

The efficacy and conformity of SAPTCO's HR policies to global best practices are examined in detail in this report. The analysis is structured into four major parts. First, it critiques the current HR policies, identifying areas of strength and weakness. Second, it proposes new HR policies aimed at improving retention, customer service, communication, and appraisals. Third, it presents job listings and starting salaries for three strategic positions that can

strengthen SAPTCO's workforce. Fourth, it provides a health, safety, and wellbeing guide designed to improve both employee welfare and passenger security.

The objective of this report is not only to critique existing systems but also to recommend actionable reforms that will help SAPTCO improve its competitiveness in the Saudi market. SAPTCO has both the opportunity and the duty to update its HR policies in light of Saudi Arabia's Vision 2030, which places a strong emphasis on improved public services and modern infrastructure. The study shows how bringing HR procedures into line with international standards will benefit the business, its workers, and its clients in the long run.

The Role of HR at SAPTCO in Creating Job Specifications

In SAPTCO HR moves in to ensure that job descriptions meet organization operation needs and service quality standards. SAPTCO, being a national transporter, has a vast range of employees from drivers and machinists to office workers, salesmen, and operations managers, who all require specific, detailed, and unambiguous job descriptions. By highlighting the skills, qualifications and temperamental qualities that are required for a regulated and customer-facing industry, HR makes sure they rise above platitudinous waffle. The process begins with a job analysis during which HR managers review each job and interview employees about their tasks and responsibilities.

For example, HR knows that drivers should have a valid commercial driver's license. They also need attributes including being safety-minded, adept at managing stress and good at dealing with other passengers. "Mechanics need to be technically trained, have modern diagnostic tools experience and be able to work under time pressure to deliver a reliable fleet".

HR after a job analysis prepares job specifications which states job need, qualifications, experience, training, etc., for the prospective employees HR along with other departments prepares job description, which indicates duties and responsibilities of the position to be filled. For instance one of SAPTCO's operations manager will be in charge of large teams, ensuring compliance towards safety rules and managing complex and changing schedules.

As a result, HR lays out requirements like a business management or logistics degree, at least five years of relevant experience, leadership abilities, and knowledge of digital scheduling systems.

Lastly, in order to stay up with changes in the market and in technology, HR strives to update job specifications on a regular basis. HR needs to update job descriptions for IT employees, customer service agents, and drivers to incorporate digital literacy and flexibility as SAPTCO implements digital ticketing systems, mobile applications, and real-time route monitoring.

In conclusion, by methodically establishing job requirements and employee specifications, HR at SAPTCO serves as the architect of workforce capability. This guarantees that every job is filled by people who have the technical know-how, behavioral skills, and cultural fit required to provide transport services that are safe, effective, and customer-focused.

Critique of Current HR Policies at SAPTCO

SAPTCO's HR policies provide insight into their strengths and weaknesses. On one hand, the business has invested in basic benefits, driver safety and compliance. The policies are not innovative and don't involve any employees. The evaluation is divided into four main parts, which are recruitment and selection, training and development, performance appraisal, and pay and benefits.

Recruitment and Selection:

SAPTCO's hiring process adheres to traditional methods. Why? The company markets job opportunities primarily through newsprints, its official website, and sometimes through re-enlistment agencies.

In the process, it is observed SAPTCO is less competitive than other transport companies who use social media campaigns and campus recruitment to attract top talent.

Training and Development:

It is admirable that the company makes investments in technical and safety training, especially for drivers and mechanics. Training's focus is on vehicle maintenance, defensive driving, and safety protocols. However, soft skills training, namely customer service, leadership, and communication, is lacking.

Performance Evaluation:

SAPTCO's evaluation methodology is dated and arbitrary. Every year, managers conduct evaluations, frequently without the use of standardized performance indicators. Inconsistencies and impressions of partiality result from this. Promotions and awards, for instance, might seem to be politically motivated rather than merit-based.

Compensation and Benefits:

There are no profit-sharing plans, recognition initiatives, and performance-based incentives. To keep the sustaining employee's morale high who is engaged in long hours job such incentives are essential.

Summary of Critique:

In terms of safety, compliance, and basic benefits, SAPTCO's HR policies are strong; however, in terms of innovation, equity, and engagement, they fall short.

HR Policy Proposals

The ability of SAPTCO to update its HR structure is essential to its success in the fiercely competitive transportation sector. The following policies are suggested in four important areas: performance reviews, customer service, technology in communication, and employee retention. Each policy is intended to rectify particular flaws found in the critique and bring SAPTCO's HR procedures into compliance with global best practices.

1. Employee Retention

One of SAPTCO's biggest challenges is employee retention. Frontline employees and drivers frequently deal with long workdays, monotonous tasks, and few opportunities for professional advancement that results in leaving their jobs thereby reducing turnover, which lowers service continuity and raises training and recruitment expenses. The following tactics should be used by SAPTCO to address these issues:

Performance-based incentives: The business ought to implement both monetary and non-monetary rewards that are connected to quantifiable performance results. If a customer writes in to praise an employee, or a driver keeps a spotless accident record, they might qualify for a bonus.

Career development pathways: Programs that train seasoned drivers to become operational coordinators, safety trainers, or driver supervisors may fall under this category.

Mentorship and leadership programs: Launching mentorship initiatives helps staff build real leadership skills—like guiding a new hire through their first project and prepares them for greater responsibility.

Work-life balance initiatives: HR planning should incorporate wellness initiatives and stress management workshops. Together, these efforts would lower attrition, increase employee loyalty, and produce a more driven workforce.

2. Customer Service Practices

One of the most important success factors for public transportation companies is customer satisfaction. The following initiatives are suggested in order to improve the customer experience:

Soft skill training: SAPTCO ought to conduct frequent training sessions that emphasize conflict resolution, communication, and problem-solving techniques. Front desk employees

and drivers should be prepared to manage a variety of passenger needs, including those of foreign nationals and tourists.

Digital feedback systems: SAPTCO will receive real-time data on service performance through the introduction of self-service kiosks and mobile apps to gather passenger feedback.

Programs for employee recognition: When someone goes above and beyond for a customer—remembering a name or solving a problem on the spot—they deserve a title like “Employee of the Month.”

Support for multiple languages: SAPTCO should train its staff in basic conversational English and other languages common among expatriates like Hindi, Tagalog, or Urdu—so they can greet passengers and help with simple requests. As a result, passengers who don’t speak Arabic will get better service—someone might greet them with a clear smile and simple English right away.

3. Technology in Communication

In a business as big and geographically scattered as SAPTCO, good internal communication is crucial. Traditional reporting channels currently restrict communication, which slows down decision-making and lowers efficiency.

Adopt collaboration platforms: To improve communication between operations, HR, and customer service, digital tools like Microsoft Teams, Slack, or SAP Success Factors should be introduced so that teams can swap updates as quickly as a tap on the keyboard. Drivers should be able to use SAPTCO’s mobile app to see live schedule changes, new route updates, and urgent alerts.

Centralized digital archives: Employees need quick access to a central digital hub where they can view HR documents, browse training guides, or check safety manuals. It cuts down on paper-based communication and makes it easier to share information, like sending a quick file instead of shuffling through a stack of reports.

4. Performance Appraisals

The lack of an equitable and open appraisal system is one of SAPTCO's main shortcomings. Employees believe that assessments are biased and inconsistent, which demotivates them and prevents them from advancing their careers. The following changes are suggested:

Role-specific KPIs: Every job category should have distinct, quantifiable KPIs. Customer satisfaction ratings, safety compliance, and timeliness are a few examples of driver KPIs. The effectiveness of maintenance and lower breakdown rates can be used to evaluate mechanics, while service delivery and work accuracy can be used to evaluate administrative personnel.

Quarterly evaluations: Saptco should perform evaluations every three months instead of relying on annual review. For example, engine must be checked before long trip. This makes it possible for managers to respond quickly, giving prompt feedback and resolving performance issues if they arise.

360-degree feedback: In this process inputs are collected from coworkers, superiors, and clients that assures assessment of a worker's performance helping to identify strengths, weaknesses, and "blind spots" that a single manager's review might miss.

Connecting rewards to appraisals: Training opportunities, promotions, and pay raises ought to be closely linked to the results of appraisals. At that point, workers will perceive the system as equitable and inspiring.

Synopsis of Suggested HR Policies: By putting these policies into effect, SAPTCO's HR framework will change from a compliance-focused system to a contemporary, employee-centered, and performance-driven model. Retention, service quality, operational effectiveness, and general competitiveness will all increase as a result of this change.

Job Listings and Starting Salaries

Recruitment is a core HR role—it doesn't just fill empty chairs, it shapes the talent on the team and, in turn, the company's long-term edge in the market. Clear, well-structured job postings show candidates the company values professionalism and treats people fairly—like a listing that spells out pay, duties, and growth opportunities without the fluff.

1. Secretary

The secretary keeps SAPTCO's sprawling, complex system running smoothly, from tracking schedules to making sure every form lands where it should.

Job Role: Your role covers preparing documents, setting up meetings, managing correspondence, and keeping the department's communication clear. The secretary also makes sure every deadline's met and lends a hand to managers with keeping things organized, even down to lining up files in neat, color-coded folders.

Qualifications: You'll need either a bachelor's in business administration or a high school diploma, solid skills in Microsoft Office, and the ability to work well with people while keeping your time and tasks neatly in order. It is preferred if you have prior administrative experience.

Market Comparison: In Saudi Arabia, entry-level secretarial jobs typically ranges from SAR 4,000 to SAR 6,000 a month enough to cover rent on a small, decent apartment.

SAPTCO starts new hires at SAR 5,000, giving it room to hold prices down while staying competitive in the market.

Starting Salary: SAR 5,000 per month.

2. Marketer

As competition in the transportation industry rising, SAPTCO needs sharp, targeted marketing to protect its foothold and win new ground.

Job Role: The marketer plans and runs ad campaigns, manages digital platforms, digs into market research, and teams up with outside groups.

Qualifications: You will need a bachelor's degree in business administration or marketing, along with hands-on experience using digital marketing.

Market Comparison: Depending on their experience and area of expertise, marketers in Saudi Arabia make between SAR 8,000 and SAR 12,000 a month. With SAPTCO offering a monthly salary of SAR 9,000 right in line with the national average, qualified professionals see the role as an attractive option.

Starting Salary: SAR 9,000 per month.

3. Operations Manager

With thousands of buses on the road and drivers behind the wheel, SAPTCO puts operations management at the heart of everything it does. An efficient operations manager keeps things running safely, reliably, and on budget.

Job Role: This role require staff coordination and route planning to managing fleet maintenance, maintaining daily operations, and ensuring adherence to safety protocols. Taking initiatives to enhance operations and quickly stepping in during emergencies.

Qualifications: Bachelor's degree in business, logistics, or transport management, plus at least five years' experience in running operations, ability to work under pressure.

Market Comparison: Operations managers in Saudi Arabia usually make between SR 15,000 and SAR 22,000 a month. SAPTCO's proposed salary of SAR 18,000 for mid- to senior-level management roles, enough to match what many seasoned professionals expect.

Starting Salary: SAR 18,000 per month.

Strategic Importance of Listings:

Introducing these roles demonstrates SAPTCO's commitment to modernization and professionalism. Clear job descriptions are essential because they draw competent candidates who are already aware of the expectations. In Saudi Arabia, SAPTCO stands out as an employer people want to work for, offering competitive salaries that can cover more than just the basics. These roles drive business growth in different ways: operations managers build customer trust and keep services running smoothly, marketers bring in more riders and revenue, and Secretaries maintain orderly efficiency in the office.

Comparison with Industry Standards:

SAPTCO's suggested salaries are reasonable in the Saudi context, but not as high as those of foreign transportation companies. For instance, marketing experts in transportation companies in the United Arab Emirates can make up to AED 15,000 (approximately SAR 15,300) a month, whereas Saudi averages are still lower. SAPTCO maintains affordability while maintaining its competitiveness by matching salaries to the local market.

Conclusion of Job Listings:

SAPTCO can improve its hiring procedures, draw in qualified candidates, and show its dedication to worker welfare by posting job openings that are clear and offering competitive starting salaries. Efficiency, brand recognition, and operational performance—all of which are essential for long-term viability—will be directly enhanced by these positions.

Health, Safety, and Wellbeing Guide

Customer satisfaction and safety are closely related to the well-being of employees at a public transportation company like SAPTCO. Having efficient health and safety policies is crucial for a company that runs thousands of buses and serves millions of passengers every year. Psychological wellbeing, occupational safety, and physical health must all be incorporated into a holistic framework for wellbeing. A comprehensive guide covering three areas—wellbeing, safety, and health—is provided in this section.

1. Health

The physical and mental strain that SAPTCO employees—especially drivers and mechanics face necessitates proactive health management. The following should be put into practice by the business:

Comprehensive health insurance: Cover preventive care, dental and vision care, the treatment of chronic illnesses, and specialized care like physical therapy in addition to basic hospitalization. This means workers won't have to worry about paying for the care they need, whether it's a quick checkup or an emergency call.

Frequent medical examinations: Drivers should get a yearly checkup like blood pressure, Vision testing to ensure adequate visual acuity and peripheral vision, Hearing assessment to confirm no significant impairment, Cardiovascular and neurological evaluations to detect conditions that may affect driving and Mobility and strength testing.

Mental health programs: Transport jobs often involve stress and exhaustion. SAPTCO should offer counseling, stress management workshops that can teach practical coping mechanisms, relaxation techniques, mindfulness, and resilience-building strategies for high-stress situations.

Wellness initiatives: Initiatives like weekend fitness challenges, discounted gym memberships, and Promoting active breaks can help to improve the overall physical, mental, and financial health of employees.

2. Safety

The safety of SAPTCO's personnel and passengers is vitally important to the company's good name. Following are some precautions must be taken to achieve the highest level of safety:

The driver must always maintain their hands on the wheel and the doors of every bus must be securely latched.

Routine inspections must be done for crucial systems like brakes, tires, and emergency exits.

Digital monitoring system must be installed to keep the record of vehicle performance and maintenance plans.

Driver training: Driver training should include Techniques to anticipate and avoid potential road hazards, Understanding types of accidents and how to prevent them and Safe handling of specific vehicles or equipment. In order to handle emergencies like accidents, fires, or passenger medical crises, drivers need to receive crisis management training.

Work-hour restrictions: SAPTCO should strictly limit driving hours per shift and make sure drivers take the required rest—enough time to stretch, breathe, and shake off fatigue—to help cut down on accidents.

Safety: Every bus should have seat belts, first aid kits, fire extinguishers, and emergency exits that are clearly marked. Instructions should be in Arabic, English, and other common languages.

Annual safety audits and drills: To identify hazards, assess effectiveness, and ensure compliance with regulations annual safety audits must take place by periodic, systematic evaluations of an organizations safety procedures, policies, and physical environment. Employees should join regular safety drills that are practical, hands-on exercises designed to test emergency preparedness and response procedures, such as fire drills or evacuation plans.

3. Wellbeing

Along with protecting health and safety, SAPTCO needs to focus on keeping employees motivated, lifting morale, and making the workplace a place people actually enjoy—like a break room that smells of fresh coffee. Wellbeing policies boost loyalty and create a feeling of community.

Employee Assistance Programs (EAPs): These programs should provide career counseling, guidance on managing money, and private sessions where someone will actually listen. SAPTCO builds lasting loyalty by stepping in to support employees beyond their usual duties—like lending a hand during busy station rushes.

Recognition programs: Things that lift morale include being recognized by your peers, celebrating years of service, and earning awards for standout achievements—like the kind given after a project that beats every deadline.

Social events and team building: Activities like fun games and parties to structured workshops and volunteer days boost morale among team members by encouraging them to interact in a relaxed and collaborative environment.

Open communication: Saptco should create transparent and honest exchange of ideas, feedback among all employees, encouraging a culture of trust, collaboration, and respect where individuals feel safe to express their thoughts without fear of judgment.

Work-life balance: Workers need to know they are backed both on and off the job, which is why flexible hours, paid time for new parents, and real help for families—like childcare support—make all the difference.

Conclusion of the Guide:

The Guide concludes that SAPTCO will protect both workers and passengers, while building a healthy, motivated, and loyal team by rolling out this comprehensive plan, framework for health, safety, and wellbeing into practice. A business that puts its employees' overall health first improves service dependability, fosters public trust, and conforms to global occupational health and safety standards.

Conclusion

The difficulties of striking a balance between operational requirements and employee well-being in a transportation sector that is undergoing rapid change are reflected in SAPTCO's HRM system. The business has done well with basics like benefits, safety training, and following the law, but that's still not enough for today's workforce. Flaws in hiring, training, performance reviews, and engagement have chipped away at the organization's ability to attract, keep, and motivate its people, leaving once-eager recruits feeling overlooked.

A roadmap for SAPTCO's transformation is provided by the suggested HR policies described in this report. The company's nailed the basics—good benefits, solid safety training, and strict compliance—but in today's job market, that alone won't keep people satisfied. Weak hiring, patchy training, and clumsy reviews have worn down the organization's edge in attracting, keeping, and inspiring its people, leaving once-bright recruits staring at their desks and wondering if anyone notices.

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