

# Achieving Competitive Advantage in Human Resource Management in General School District of Riyadh in Saudi Arabia

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## Abstract

The general school district of Riyadh is one of largest in the country of (45) school districts in Saudi Arabia. The school districts play an important roles in the development of education, therefore the objective of the study is to examine the roles of the management in the school districts to see if it is achieving competitive advantage. After the analysis of (226) respondents , the study revealed that there are three of nine dimensions of human resource management in the study with low degree.in recruiting human resources, motivation of human resources, services and public relations ( mean of 2.35 of 5.00), and moderate degree in salaries, work analysis, description and design, performance assessment, planning of human recourses, and training and developing of human resources ( mean of 2.70 of 5.00), But the degree of overall of these roles of human resource management is blow the average(mean =2.53). The result of the study indicate that the General School District of Riyadh is not in a position to be competitive in human resource management with other school districts in Saudi Arabia or with the international level. The school district of Riyadh needs to put great efforts in development of management of human resources to achieve competitive advantages by training school district superintendent and human resource manager. The study has implication for other school districts in Saudi Arabia and for many developing countries with centralized system in education. It also highlighted the challenges facing lack of regulation related to human resources management, and the absence of many of human resources management the lack of integrated management of competent human resources, lack of specialists in human resource management, and the most important is deficiencies in many of the functions of human resources and lack of incentives and training.

**Keywords:** human resource management, competitive advantage, school district, Saudi Arabia developing countries.

## 1-Introduction

Human resources is considered the wealth of each country, which proved to make competitive advantage compared with countries depend on natural resources. Rapid changes in technology development and importance of globalization, and social change make demands for organizations to review their programs, plans and services. Management is the key to reflect these changes and disseminate technology into the system of the organization and lead decision making.

The human resources in the organizations have knowledge, skills and experience which contributes for the development which contribute for competitive advantages of the organization. Thus, the effective management of the human resources is able to find distinguishing levels of high performance (Neamah, 2010) .

Omiunu, (2014) indicated that peoples in their development and growth depend essentially upon the quality and effectiveness of education system. It is important that the different countries give great interest and necessary support to the human resources working in the educational sector concerning their occupational development and presenting the necessary services for them for ensuring educational outputs with efficiency and high quality.

The process of developing the human forces and personal skills of the employees in the educational sector is the most important element in the success of the educational system in the scientific and research fields and the activities of the programs and services of those benefiting from the educational process in consideration of the role of the educational institutions in putting the essential base for the concepts of education, culture and cultivation. It also contributes in qualifying the students and directing them and planning the policies and programs of education and other matters (Maher, 2003).

## 2-Problem of the Study

Due to the rapid changes in technology which has direct effects on the development of management of education institution The management of human resources in many developing countries cannot cope with influx of technology into work environment. The problem in management of human resources in Saudi Arabia is not financial problem for the government proved education and human resource development with huge budget of (25%) of the country annul budget. But the problem is basically in professional development of managers and human resources in educational institutions. Therefore it is not surprise Riyadh to have a rank of (56) from (131) international cities. The research indicated that management of human resource face problems in managing public education, (Mahana, 2002, Al-Awad , 2004).

Almanee (2007) revealed in his study , that school districts did not have clear job description for the employees and there is no incentives for better performance, The study of Alsalm (2010) which revealed that there are problems for the implementation of Total Quality Management (TQM) in school districts in Saudi Arabia, because of shortages of qualified human resources and weaknesses in decision making.

### **3- The theoretical literature**

#### **3-1 The Role of Human Resource Management in Development of Organization**

Human resource management is considered the source of the success of organization if it is being managed well, but on the contrary may be a challenge facing organization if human resources are not managed to meet the objectives of the organization. Its success can provide the organization with best selection of employees, and better training and development for human resources (Abo Alnaser, 2009). Saigh (2010) in his vision on the development of the public education, referred to the necessity of the comprehensiveness of the administrative development for reaching an administrative efficient system able to face the burdens of the development in its different dimensions through improving the policies of employment and selecting the employees and training them to develop their skills and performance levels.

Widiyarti (2013) concluded that performance of human resources capable of running quality management is the human resource that has high performance, which can: (a) create an accurate plan, (b) carry out the do the right; (c) conduct a rigorous check, and (d) act with the tangible. Performance of qualified human resources is a human who has the work ethic and high work performance.

Odionye (2014) indicated that human resource development aims at developing the most superior workforce to enable both the employee and the organization to accomplish stated goals. Human resources exist within people and consist of a person's potential abilities as knowledge, skills, aptitudes, attitudes, physical and mental traits needed to perform job.

The human resources of the organization may be an extremely important source of sustained competitive advantage (Barney, 1991). Jaradat and Al Azaam (2013) revealed that Major findings of the study indicated that there is a strong effect of selecting and placement on achieving competitive advantage.

#### **3-2 Barriers to Human Resource Management in Education**

A study done by AL-Shahrany (2011) clarified that there are many obstacles preventing the effective assessment of the performance of the employees in the Ministry of education in Saudi Arabia. The most prominent constraints on human resources management is the weakness of regulations and regulations related to human resources management, deficiencies in the management concept and functions of human resources, the lack of competent management of human resources, shortcomings in many of the link and human resources management functions such as hiring, promotions and incentives, there are some administrative problems such as nepotism and lack of justice and objectivity. According to United Nation report in (2013), Arab index of human resource development is (0.652) lower than the world average of (.694).

Yaseen & Zahi (2013) revealed that HR's role in the UAE educational institutions is not as a strategic partner. Most of the HR activities in these institutions have mainly focused on the administrative aspects of human resource management.

Oshodi (2011) indicated that In order to build and strengthen the core competencies and capabilities of an establishment, the right people, that is, persons with talent and cultural competence, become very important in a post-secondary institution.

Al-Ghamdi (2009) investigate the strengths and weaknesses of the functions of human resources management, and the main obstacles that hinder the work of human resources management in the Ministry of Higher Education. And the study revealed that there are high obstacles facing human resource management due to factors relating to non-availability of sufficient degree of decentralization, and the weakness of staff participation in decision-making, and lack of specialists in the field of human resources management.

Al Saud (2012) aimed to identify the features and dimensions of the strategic planning of human resources in public sector in Saudi Arabia, and to what extent employees in human resources management identify advantages of strategic planning. The study revealed that the degree of practice of strategic planning of human resources in the public sector organizations was average. Yacoubi (2011) revealed a set of obstacles that limit the effectiveness of human resources planning Oman most of these obstacles low level of participation at the Ministry's staff in the formulation of the objectives and plans for human resources. Alawad (2004), confirmed in her study the presence of a number of administrative and technical problems in the management of public education in the Saudi Arabia. The study of Huwailah (2006), revealed that effectiveness of the of human resource management at the Ministry of Education in Kuwait was average.

Hassouna (2007) highlighted human resources management challenges as:

1. globalization of the local and national markets.
2. globalization of information.
3. The emergence of new regulatory trends in business organizations and services different from traditional organizational patterns in form and substance and function.
4. demographic changes that characterized population explosions, and overlapping cultures and social systems which affects the chances of career employees and work ethic.
5. changes in managers and leaders toward influencing factors in achieving effectiveness.
6. focus on creativity, speed and efficiency of individual and efficiency in the work of organizations.
7. the growing gap between the increasing demand for economic resources and the scarcity of availability.
8. increasing competition for national, national, and international levels, which increases the need to achieve more with less.

The research shows that human resource management face many obstacles, not only in Saudi Arabia but also for other Arab countries that should be taken into consideration for the development of human resources in general and managers in particular. Maher also noted (2012) that highlighted the weaknesses of human resource management in the pre-university education was the presence of some attempts by the Ministry of Education in improving the performance of employees through professional and academic teacher, the availability of opportunities to train and develop the performance of employees in the pre-university education, the existence of actual attempts to raise the teachers and administrators

performance in the education sector by the university, and that the most prominent weaknesses been the lack of knowledge in the modern sense of human resources management, as well as the need for laws governing the affairs of workers in the education sector to some modifications, as well as the need for future strategy and clear the required skills plan the human race, and the appropriate cards Alozivih-, if any, practical reality, and compatibility with the valuation models, and several other results related to promotion mechanisms, and the level of wages and evaluation systems and incentives.

Meziani & Blasch (2013), has confirmed that effective planning of human resources contributes to the foundation for a competitive advantage both by controlling costs, or by distinguished from competitors. Memon and others (2009), were aimed to emphasize that human capital is the main source of competitive advantage in the light of the entrance to the resource, which is the human element is vital and important element to achieve a competitive advantage, that technology and globalization and increased competition among the organizations have worked to change the models leading to competition.

#### 4-Methodology

The study used the descriptive survey, and the sample consisted of (226) despondence, (80) male employees and 146 female all working in General School District of Riyadh, Questionnaire was used as an instrument for the study consisted of two parts, the first part is the personal information of respondents, the second part consist of nine dimensions to investigate human resources management as perceived by respondents . The study, sought to reveal the status of management of human resources in the general directorate of education in Riyadh and the role of such resources in achieving the competitive advantage on the consideration that competition is major factor in raising the performance level and the quality of educational system.

#### 5-Data Analysis

In order to investigate for the actual practice of human resource management in Riyadh school district, data was analyzed in the tables as follow:

Table 1. Job Analysis and description arranged according to descending order

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
Job descriptions exist for all jobs according to job analysis.	%	11.4	25.5	33.6	12.7	16.4	2.97	1.226	1
There are experts in job analysis and design.	%	10.5	33.6	35.5	9.5	9.5	2.74	1.089	2
Job description include all necessary requirement for the job.	%	11.4	31.4	35.9	15.5	5.0	2.71	1.027	3
Cooperation exists between departments in job analysis.	%	17.3	31.8	34.5	9.1	6.8	2.56	1.092	4
Average Mean = 2.75									

Highest mean (5.00)

Table1, shows that job descriptions according to job analysis is medium and coordination between different department is weak, the overall of job analysis and description exist in medium range which indicates that school district need to be improved in job analysis in order to be competitive.

Table 2. Human resources planning, according to the order of descending

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	High	Very high			
There is a plan for the management of human resources in the education management integrated with the strategic plan of the Department of Education	%	15.9	20.5	36.4	11.8	14.1	2.88	1.239	1
Human Resources Management of the Department of Education study plan based	%	15.9	25.0	36.8	15.5	4.5	2.67	1.071	2

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	High	Very high			
on realistic needs									
There is clarity in the plan and the objectives of human resources management in the Department of Education	%	12.7	33.2	35.5	12.3	3.6	2.60	0.992	3
There is flexibility in human resources plan in the Department of Education to accommodate the changes inside and outside the administration	%	20.0	29.5	32.3	8.2	7.3	2.52	1.133	4
Human resources management provides an opportunity for employees to participate in the development of the management plan	%	26.8	30.0	21.8	10.5	8.2	2.42	1.233	5
Average Mean = 2.62									

Highest mean(5.00)

Table 2, shows that Respondents reaction about planning human resources indicate that there is weaknesses in planning for there is no flexibility in the planning to cope with changes in side and out side work, and the overall of planning is moderate with average mean of( 2.62), out of (5.00).

Table 3. Attract human resources, according to the descending order

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	High	Very high			
Department of Education is seeking to attract the efficiency of human resources that possess the skill and the ability and qualification required for these jobs	%	23.2	24.1	24.1	14.5	13.2	2.70	1.333	1
Organizers of the process of polarization in the Department of Education of qualified and experienced	%	18.2	27.3	34.5	13.6	5.5	2.61	1.103	2
Tracking the Department of Education fair ways in selection and recruitment to attract skilled human resources	%	22.7	29.1	30.5	9.5	7.3	2.49	1.161	3
Department of Education in universities and scientific centers related to attract outstanding students	%	35.5	27.7	21.4	6.8	7.7	2.23	1.227	4
Average Mean = 2.51									

Highest mean(5.00)

Table 3, shows that school district has low degree of attracting high qualified personnel, and has low communication with universities to attract excellent students.

Table 4. The selection and appointment of human resources, according to the descending order

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	High	Very high			
The Department of Education planning for the numbers to be appointed annually from workers in line with possible developments	%	18.2	27.7	29.5	7.7	16.8	2.77	1.308	1
Workers are set in the Department of Education according to fixed standards and rules of the most important qualification, experience and efficiency	%	17.3	28.2	29.1	15.0	8.6	2.69	1.186	2
It is advertised vacancies for management education through the means of communication and information	%	20.9	25.5	35.0	14.1	3.6	2.54	1.087	3
Average Mean = 2.67									

Highest mean(5.00)

Table 4, indicates it is rare that school district advertise for job available with mean of (2.54 of 5.00), this may be due to centralization of selection buy the Ministry of civil service which allocate and advertise about available jobs in for government agencies., but the overall selection and employment of human resource is perceived by respondents is in the medium range ( mean 2.67).

Table 5. Training and development of human resources in the order of descending

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
There in the Department of Education, an annual plan for the training and development of human resources	%	13.2	20.9	29.1	16.8	18.2	3.06	1.291	1
Training Plan in Education Management are placed based on the actual needs of employees	%	12.7	29.1	35.5	16.4	5.5	2.72	1.059	2
Available at the Department of Education, stimulating environment for professional development and the acquisition of knowledge in the field of work	%	22.3	29.1	29.5	10.0	7.7	2.51	1.175	3
Available at the Department of Education, stimulating environment for employees to apply what they have learned in training on the reality of the actual work	%	22.3	24.5	37.3	8.6	5.9	2.51	1.114	4
Encourage education personnel management in scientific research for self-development and development work	%	24.1	30.0	30.0	9.1	5.9	2.42	1.130	5
Department of Education is working on the study of the impact of staff training	%	26.8	28.2	26.8	9.1	7.7	2.42	1.203	6
Average Mean = 2.61									

Highest mean(5.00)

Table 5, examine the professional development of the employees in the school district, this revealed that there is low motivation and incentives provided by the school district, for the implementation of what has been learned at the workplace, and the district seldom perform studies about the result of transfer of learning on performance of employees, and although there is a yearly plan for development of human resources according to training needs, but it is only with a moderate degree( mean 2.61).

Table 6. Wages according to the descending order

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
There is a clear system of wages for workers in the Department of Education	%	11.8	16.4	22.7	22.3	26.4	3.35	1.344	1
The wage system in proportion to the Department of Education with the nature of the work	%	22.7	21.8	30.9	15.9	8.6	2.66	1.234	2
Give the grading owed to the workers fairly and objectively in Education Management	%	23.2	31.8	23.2	10.9	9.5	2.51	1.236	3
Average Mean = 2.84									

Highest mean(5.00)

Table 6, the system of wages is centralized, so the school district does not have authority to change wages, but have freedom to motivate employees with more incentives and promotions within the system, respondents see that what they are paid not equivalent for the work they do and the promotion to higher grades is not performed as it should be.

Table 7. Stimulating human resources in the order of descending

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
There is interest from the senior leadership in the Department of Education analyzed the motivation of employees to work	%	24.1	30.9	23.2	5.9	15.0	2.56	1.330	1
Stimulus policy in the Department of Education, based on objective and fair grounds	%	32.7	30.5	24.1	4.1	8.2	2.24	1.193	2
Keep track of Education's management has made a variety of tests in order to upgrade workers	%	38.2	26.8	22.3	5.9	6.8	2.16	1.198	3
Keep track of Education in diversity management methods stimulus	%	31.8	30.9	27.7	8.2	.9	2.15	0.995	4
Average Mean = 2.28									

Highest mean(5.00)

Table 7, shows that motivation is practiced in school district with low degree with average mean of (2.28).

Table 8. Services and relations in the order of descending

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
It is available at the Department of Education and clear instructions for occupational health and safety for their workers	%	25.9	28.2	24.1	5.9	14.5	2.54	1.337	1
Education Management bother the development of professional relationships between staff	%	20.5	31.8	32.3	10.0	4.1	2.45	1.058	2
Education Management provides a clear system of compensation for work-related injuries	%	32.7	25.5	22.7	10.0	8.2	2.35	1.262	3
Education Management provides necessary for their workers medical insurance	%	62.7	15.0	12.7	4.1	5.0	1.73	1.144	4
Average Mean = 2.27									

Highest mean(5.00)

Table 8, shows that services and public relation with low degree with medical insurance is the least with mean of (2.27 from

5.00).

Table 9. Performance is rated according to descending order

Phrase	Degree of Implementation						Mean	Std Dev	Rank
	%	Not applied	Low	Medium	high	Very high			
No specific system to evaluate the performance of employees in the Department of Education	%	13.6	20.0	26.4	17.7	21.8	3.14	1.339	1
The Department of Education assess the performance of their employees according to the specific job description	%	15.0	22.7	32.7	21.4	6.4	2.81	1.136	2
It is applied to evaluate the performance of employees in the Department of Education standards without bias	%	15.5	24.1	34.1	15.5	9.5	2.79	1.174	3
Seen working in the Department of Education on the results of the annual evaluation of their performance	%	31.4	25.5	20.0	13.2	9.1	2.43	1.305	4
There is interest by the Department of Education, the results of the assessment of the performance of employees	%	31.4	28.2	24.5	9.1	6.4	2.31	1.190	5
Average Mean = 2.70									

Table 9, there are two items that have low degree, concerning the participation of employees in their evaluation, and the use of evaluation results by school district.

Table 10. the order of the dimensions of human resources management, as applicable degree from the standpoint of respondents

Dimension	Mathematical mean	Standard deviation	class
Salaries	2.84	1.272	1
Work analysis, description and design	2.75	1.108	2
Performance assessment	2.70	1.228	3
Selecting of human resources	2.67	1.193	4
Planning of human recourses	2.62	1.134	5
Training and developing of human resources	2.61	1.162	6
Recruiting human resources	2.51	1.206	7
Motivation of human resources	2.28	1.179	8
Services and relations	2.27	1.200	9
Total mean	2.58	1.187	-

## 6-Discussions

The study investigated human resource management which is a very important issue related to development of education in local level at the school district. The purpose is to see if the nine roles investigated are implemented with high degrees to make the school district of Riyadh achieving competitive advantages in managing human resources for the school district is the closest to central decisions at the Ministry of Education. But the result of the study revealed that there are problems facing the school district in most of these roles which hinders the district from achieving the competitive advantages.

The study revealed that there are three of nine dimensions of human resource management with low degrees of implementation: in recruiting human resources, motivation of human resources, services and public relations. These weaknesses hinder the success of human resource management. The school district cannot compete with other school districts with these weakness. Also the study revealed that the human resource management has moderate degrees for the remaining six dimension; salaries, work analysis, description and design, performance assessment, planning of human recourses, and training and developing of human resources. Although these dimensions with moderate degree of implementation, but they are not in apposition to qualify the school district to be in a competitive position.

The study has very important implication not only for General School District of Riyadh, but also for other school district in Saudi Arabia and in other developing countries to update their roles and regulation, and provide professional development for human resource manager and other managers in deferent departments, and in order to the school district to be competitive accountability should be implemented at the district level. It is recommended that the Ministry of Education review criteria of selections of school superintendents, human resource managers and other managers of departments in order for school



districts to be competitive not only within the country, but also with other school district on international level. The study revealed number of obstacles facing human resources management in the General Directorate of Education as follows:

1. The lack of regulation and regulations related to human resources management.
2. The absence of many of the powers of human resources management and its relation to third-party such as the Ministry of Civil Service.
3. palaces in the general concept of human resource management and the most important functions.
4. The absence of an integrated management of competent human resources management.
5. lack of specialists in human resources management and planning.
6. shortcomings in many of the functions of human resource management provided in management and employment-related incentives, promotions and design work and training.

## 7-Conclusion

Although the General School District of Riyadh is located at the capital of Saudi Arabia and located nearby the Ministry of Education where major decisions about education are made, But the human resource management at the school district have weak implementation for three roles and moderate implementation for the six roles remaining. These results have indication that school district is not in apposition to have competitive advantages in human resource management. Therefore, major efforts should be made to train managers and school superintendents ,and improve rules and regulations practiced in order the school district to achieve competitive advantages.

In light of the findings of the study of the results of a set of recommendations has been put as follows:

1. raise the degree of human resource management in the public administration of education through attention to all the functions and development.
2. raise the degree of attention and care to people with few qualifications and experience in public administration for education, development and care of it where constitute a powerful force for the future
3. focus attention and orientation to human resource management as an important input from the entrances to achieve competitive advantage in the General Directorate of Education in Riyadh.
4. find different solutions to address these obstacles and challenges such as:
  - Indispensability establishment of a special human resources in education, education, public administration means, in all regards to human resource management and contribute to its development and development management.
  - Work on the award of public administration of education more powers in respect of the management and human resource management functions to facilitate the work of the administration and upgrading services provided by (especially with regard to resource planning, recruitment and performance evaluation).
  - Work to increase the participation of workers in human resources management planning and the reduction of the central bureaucracy.
  - Combat the negative aspects of the administrative and the elimination of administrative problems such as nepotism and corruption and bias and others.

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