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### ATTRACTION AND RETENTION POLICIES OF SAUDI EDUCATIONAL INSTITUTIONS FOR EXPATRIATES

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#### **ABSTRACT**

Employee attraction and retention policy is an important element that determines the employee's commitment to the organization. Thus, this study has evaluated the attraction and retention policy of Saudi Arabia educational institution for expatriates. The aim of the research was to determine the attraction and retention factors of educational institutions in Saudi Arabia and to assess staff's perception of attraction and retention techniques. This study has followed the qualitative research method. The sample population of this work was 60 foreign employees from both public and private education institution in Saudi Arabia. Data collection was done using survey. The findings of this work have shown that the policies and procedures used by Saudi educational institutions to attract and retain staff, including financial and non-financial benefits, allowances, promotions, and the provision of good work environment is needed in these types of institutions. Furthermore, the results of this study have shown that salary, job environment, non-financial advantages, bonuses, and job promotion are a significant component in the attraction and retention of staff at the educational establishment. The educational institution needs to pay further attention to these factors in order to further improve the attraction and retention policies.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

#### ***ACM Reference Format:***

First Author's Name, Initials, and Last Name, Second Author's Name, Initials, and Last Name, and Third Author's Name, Initials, and Last Name. 2018. The Title of the Paper: ACM Conference Proceedings Manuscript Submission Template: This is the subtitle of the paper, this document both explains and embodies the submission format for authors using

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## INTRODUCTION

Education is part and parcel of our lives. There are many advantages to education that have led government and private institutions to work towards the provision of various educational institutions in the country [1]. In the same way, because of the increase in competition in the labor market, it has become essential to acquire higher education for a better life. Education is therefore an investment for a better future [1].

There is a large expat population in Saudi Arabia. Since the oil boom of the 1970s, the country has required skilled labor to enable the country to develop [2]. The hiring of foreign labor met this demand. Approximately 30% of the Saudi population is currently expatriate from Asian countries, African countries and other Arab countries [3]. There are a lot of expatriates working in educational institutions. The expatriates are highly qualified for the educational institute jobs [4]. There are expatriates that are hired for various jobs, whether it is for teaching, faculty members or other administration jobs. In particular, expatriate teachers are required for specialized fields in which Saudi teachers are not experts, such as English, Law and other subjects [5].

Various different techniques are used to retain and attract staff to educational institutions in Saudi Arabia. This includes the provision of a high salary as stated by the work of Abaker et al. [6]. Many educational institutions provide industry with average wages and others even pay above average wages. According to the work of Subbarayalu and Kuwaiti [7], there are also different types of benefits provided, such as accommodation costs, travel costs, paid leave, health insurance and much more. Things that attract potential employees range from a variety of benefits that have an impact on the employee's life while at work and after leaving the workplace.

To begin with, Nalband and Awadh [8] work found that a certain mix of benefits can be extremely beneficial in attracting potentially skilled employees. Many workers are currently concerned with their retirement packages offered by their company. Many workers believe that this is a crucial part of accepting or denying a job, because people are tired of having an uncertain future [8]. According to Khalid and Nawab [9], up to 55% of workers agree that the type of health care benefits they offer have a strong impact on their decision to accept employment. Fallatah and Syed [10] stated that another way to make a business attractive to potential employees is to offer schemes that allow employees to be promoted within the company. With the potential to excel in a given workplace, ambitious people will be more willing to take on a job that will give them more responsibility, pay, and a better position in the workplace [10].

Siddique et al. [11] found that larger businesses with significant profits can bring employees a share of profits through profit sharing programs or through the provision of stock options at preferred rates for employees. Furthermore,

it was stated that one of the most widely used methods of attracting employees is through advertising [11]. Additionally, Antony et al. [12] found that the stressful position of an educator may be unattractive for many, but assisting potential teachers, such as providing time to plan lessons and grading, will give teachers a break they need to make teaching easier. Mohammed et al. [13] work showed that other solutions that can be provided to teachers are technology and supplies that can help teachers plan their lessons and educate their students. In addition, school districts can offer certain practices that make it easier for potential teachers to hire. Strategies such as offering training and providing easier access to teaching permits will attract a larger pool of applicants [13].

There are several educational institutions in Saudi Arabia [14]. The government runs educational institutions such as public universities. In addition, there are many different kinds of primary and secondary schools in Saudi Arabia and there are many expatriate educators that are part of these institutions. Therefore, this work was done to analyze Saudi Arabia an educational institution polices for hiring and retaining the foreign employees.

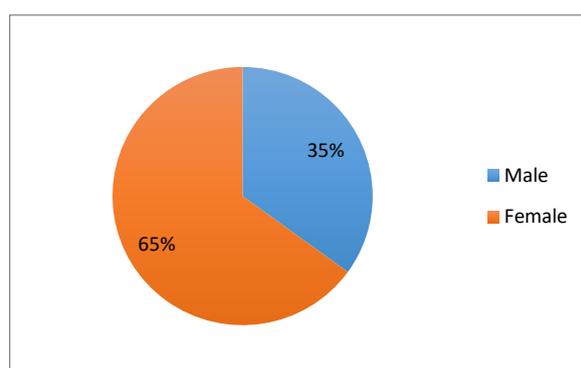
## METHODOLOGY

For this work, quantitative research method has been adopted. The sample population for this work was 60 foreign employees from the both public and private educational institution in Saudi Arabia. The data collection was done using survey questionnaire. The collected data was then analyzed using basic statistics and were presented accordingly.

### *Result And Discussion*

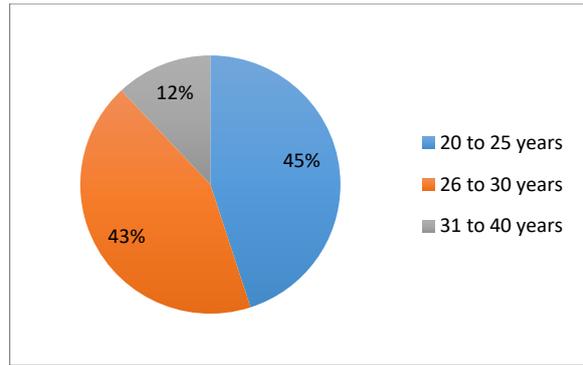
#### *Demographic Characteristics*

Based on Figure 1, 65 % of the respondents were females and 35 % of the respondents were males.



**Figure 1:** Gender

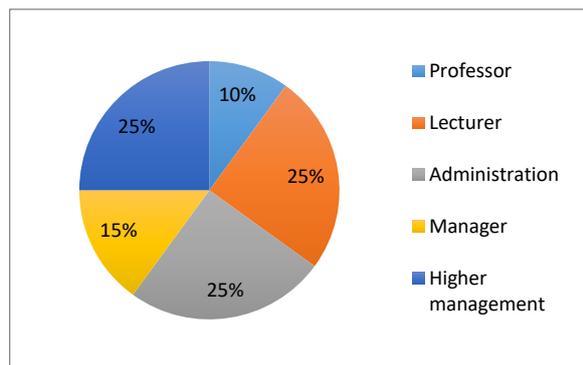
Based on Figure 2, 45 % of the respondents were in the age group of 20 to 25 years old, 43 % of the respondents were in the age group of 26 to 30 years old, and 12 % of the respondents were in the age group of 31 to 40 years old.



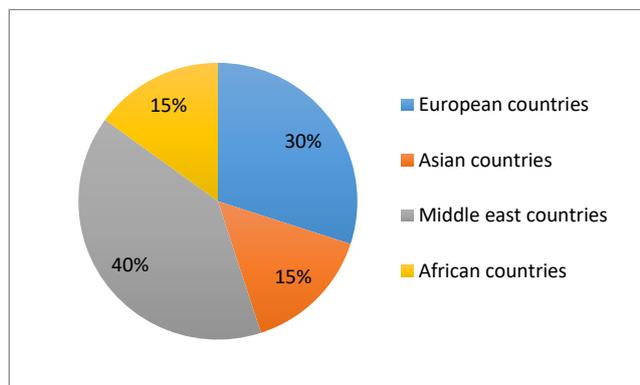
**Figure 2: Age**

Based on Figure 3, 10 % of the respondents were professors, 25 % were lecturer, 25 % were administration staffs, 15% were department managers, and 25 % were involved in the institution higher management.

Based on Figure 4, 30 % of the respondents were from European countries, 15 % of the respondents were from Asian countries, 40 % of the respondents were from Middle East countries, and 15 % of the respondents were from African countries.



**Figure 3: Job Position**



**Figure 4: Country of origin**

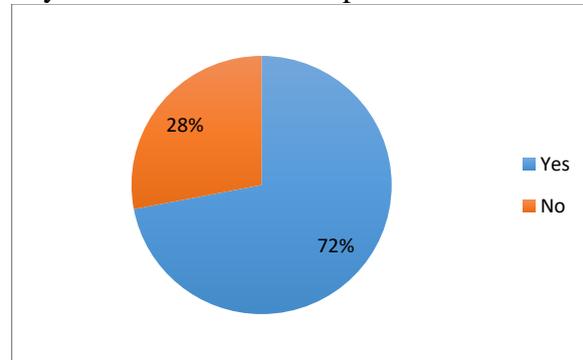
*Questionnaire Analysis*

The respondents were asked “How would you describe the environment of your company/institution?”. Based on Table 1, 25 % of the respondents stated it had strong team spirit, 7.80 % stated it had recognition for hard work, 11.80 % stated it had focus on training and development, 15.70 % stated it had assisted in creating life balance, 15.70 % stated it had transparent and open communication, 2 % of the respondents stated it is complicated, 7.80 % of the respondents stated high work pressure, 9.80 % stated high work pressure and 3.90 % stated other reasons.

**Table 1:** Work Environment

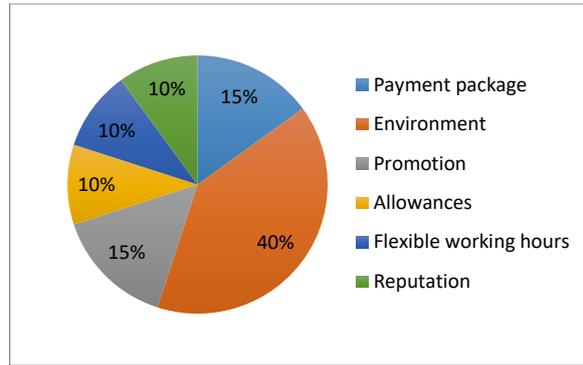
Work environment	Percentage
Strong team spirit	25%
Recognition for hard work	7.80%
Training and development focus	11.80%
Helps in creating life balance	15.70%
Transparent and open communication	15.70%
Complicated	2.00%
High work pressure	7.80%
Difficult to communicate	9.80%
Others	3.90%

The respondents were asked “Would you, as the employee change the job to same level job in another company?”. Based on Figure 5, 72 % of the respondents stated yes and 28 % of the respondents stated no.



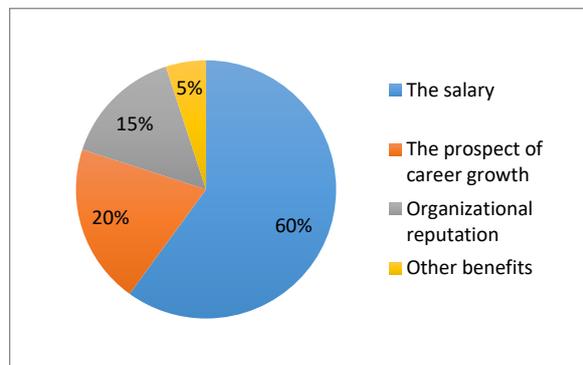
**Figure 5 :** Change the job to same level job

The respondents were asked “What makes your company better than the competitors?”. Based on Figure 6, 15 % of the respondents stated payment package, 40 % of the respondents stated environment, 15 % of the respondents stated promotion, 10 % of the respondent stated allowances, 10 % stated flexible working hours, and 10 % stated reputation.



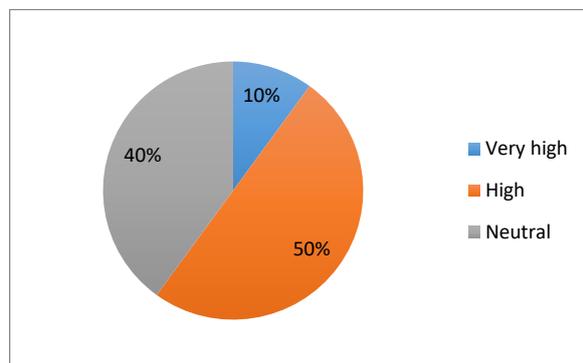
**Figure 6 :** Current company advantages compared to competitors

The respondents were asked “What attracted you more to work in the current educational institute?”. Based on Figure 7, 60 % of the respondents stated salary, 20 % stated the prospect of career growth, 15 % stated reputation, and 5 % stated other benefits.



**Figure 7 :** Current company advantages compared to competitors

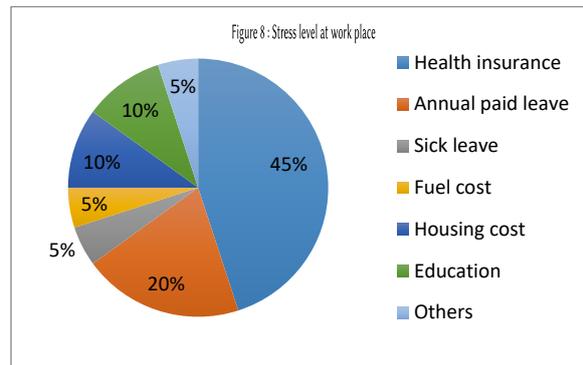
The respondents were asked “What is the stress at your work?”. Based on Figure 8, 10 % of the respondents stated very high, 50 % of the respondents stated it was high and 40 % were stated stress level were neutral.



**Figure 8 :** Stress level at work place

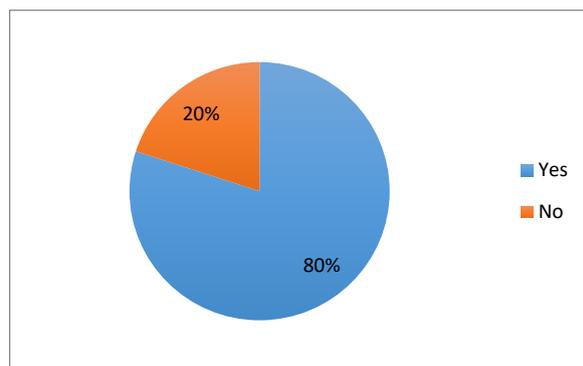
The respondents were asked “What are non-financial benefits do you get in a year?”. Based on Figure 9, 45 % of the respondents stated health insurance, 20

% stated annual paid leave, 5% stated sick leave, 5% stated fuel cost, 10 % stated housing cost, and 10 % stated education.



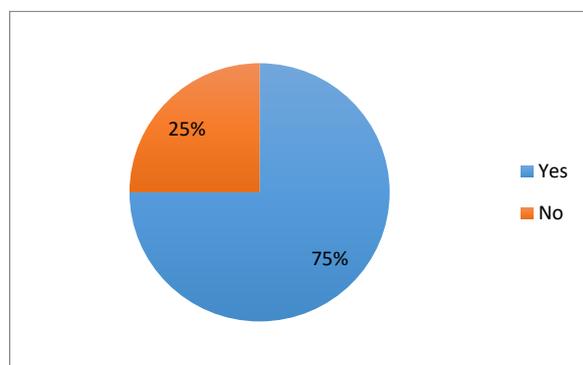
**Figure 9 : Non-financial benefits**

The respondents were asked “If you are offered higher salary job in a different organization will you change your present job?”. Based on Figure 10, 80 % of the respondents stated yes and 20 % of the respondents stated no.



**Figure 10:** Change job in a different organization if offered higher salary

The respondents were asked “Do you as employee receive bonuses?”. Based on Figure 11, 75 % of the respondents stated yes and 25 % of the respondents stated no.

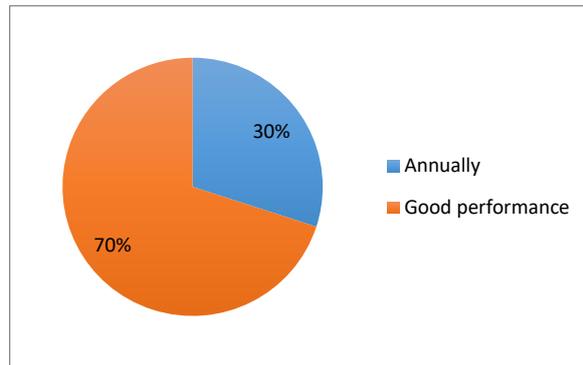


**Figure 11** Receive bonuses

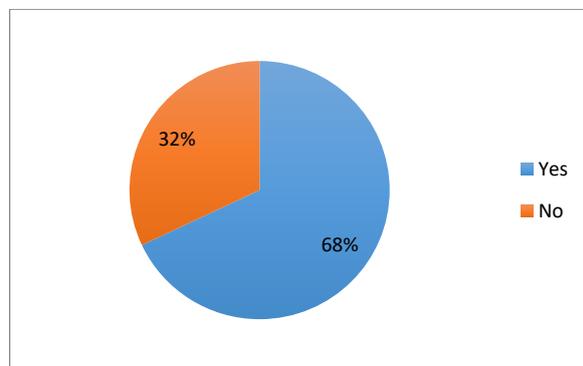
The respondents were asked “When is the bonuses given during the year?”. Based on Figure 12, 30 % of the respondents stated it was given annually and 70 % stated it was given based on good performances.

The respondents were asked “Have you been promoted in your current organization?”. Based on Figure 13, 68% of the respondents stated yes and 32% of the respondents stated no.

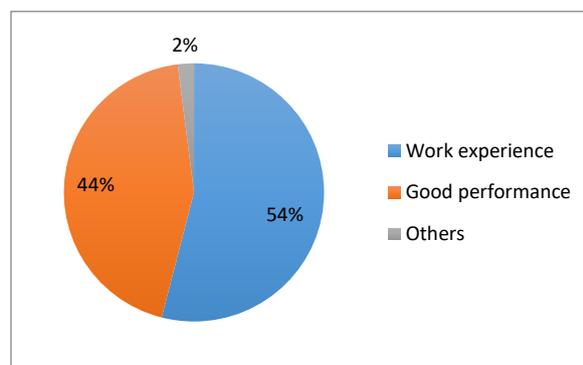
The respondents were asked “What was the reason for the promotion?”. Based on Figure 14, 54 % of the respondents stated the reason to be work experience, 44 % of the respondents stated good performance and 2 % of the respondents stated other reasons.



**Figure 12 :**Receive bonuses



**Figure 13:** Promoted in the current organization



**Figure 14: Reason for promotion*****Overall Discussion***

The findings of this work have shown that the highest response was to describe the environment as a strong team spirit environment. This is a very positive point, which helps employees feel that they belong to the company and a very important part of the company. Team spirit also helps the worker improve certain skills, such as communication skills and leadership skills.

The findings have shown that 72% of the respondents stated that they would change the current job to same level in bigger companies. This could be due to their products, services, quality, environment, payment packages or systems. Organizations are now fighting and competing with each other in order to gain competitive advantage or to attract talented employees from competitors. The findings of this work have found that environment was the most factors that most of the employees think that it makes their organization better the competitors. In addition, expatriates who responded to the survey consider the payment package, the flexibility of working hours and the promotion of important factors that can help the company to be better than the competitors. On the other hand, a small group of employees who responded to the survey said that the allowance factor makes their company better than other companies. Moreover, the results of this work have shown that 60 % of the workers who responded to the survey said that their salary attracted them more to work in the current educational institution. This was followed by the prospects of career growth, organization reputation and other benefits. As regards the level of stress at work, the result has shown that the majority of respondents agree that they have experienced a high level of stress at work. The management must therefore take this point into account in order to retain talented employees and to reduce the percentage of turnover. In addition, the findings of this work have shown that most employees receive health insurance as a non-financial benefit.

On the other hand, the findings showed that a high percentage of expatriates working in educational institutions in Saudi Arabia would join another job if any other company offered them higher salaries. This is because employees in any company consider the financial and non-financial package offered by any company to be the best way to attract and retain workers. Similarly, the result showed that the majority of respondents received work bonuses that are either paid annually or paid on the basis of good work performance. In addition, the results have shown that the majority of respondents in the current organization have been promoted. Promotion is one of the factors that talented employees in companies can retain. It lets the workers feel that they are on a positive career path. Furthermore, the result showed that the reason for work promotion was due to work experience and good performance.

The outcome of this work is inline with the work of Onah and Anikwe [15] where it was found that the attraction point for employees in educational institutions were basic salary, allowances, flexibility at work and the overall financial benefits , which were similar to the findings of this work.

Furthermore, the work of Toma and Villares-Varela [16], it was found that the retention factor of employees at workplace were basic salary, job promotion, bonuses and a safe working environment. This is in accordance to the outcome of this work. In addition, the work of Sharma et al. [17] has shown that retention strategies that focus on employees needs, such as salary packages, work environment, financial and non-financial benefits, will be a key factor that will enhance the retention of employees in an organization and it will reduce turnover in the long run and improve the overall performance of employees.

## CONCLUSION

This study was conducted to examine Saudi Arabia educational institutions police for hiring and retaining the foreign employees. The findings of this work have shown that salary, work environment, non-financial benefits, bonuses and promotion of work are an important element in the attraction and retention of employees at the educational institution. Furthermore, the authors would like to recommend that Saudi Arabia educational institutions need to work more on their payment package in order to motivate the current employees and to attract the external talented workers to further enhance the work quality of these institution.

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