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Resources Management Activities and the Practice of Strategic Planning in Saudi Banks The Relationship between Human

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Abstract

The purpose of this research is to look at how Saudi banks' strategic planning and HRM operations are connected. In order to accomplish this, the study used a questionnaire that incorporates two well-established and validated instruments. The first instrument is the practice of strategic planning scale, which was developed by Al-Domour (2008) and includes six items to measure strategic planning. The second instrument is the human resources management activities scale, which was developed by Al-Domour (2008) and includes thirty-four items to measure HRM activities among senior-level employees in major Saudi A total of 265 senior-level personnel from those institutions have been sent this questionnaire. We have received 200 completed surveys, which is 75% of the total. Strategic planning is positively correlated with human resource management activities such as job analysis, HR planning, recruiting, selection, training and development, motivation, and performance management, according to the study's data analysis and hypothesis testing. Additionally, the research found that respondents' responses to human resource management tasks did not change significantly based on demographic variables such as gender, age, education level, job title, or years of experience. Some suggestions were made based on these findings.

Keywords: strategic planning, job analysis, recruitment, selection, training and development, performance management, human resources planning, motivation and Saudi Arabia banks

1. Introduction

Bryson (2010), Jehads and Naseem (2011), Ieva, Roman, and Tatjana (2012), and Dessler (2015) are just a few examples of the many works that have discussed the importance of strategic planning for managers and academics in both public and commercial organisations. Managers should take note since strategic planning is a crucial part of any organization—or should we say management—in and of itself. No company, no matter how small, can succeed in the long run if they ignore strategic planning. In recent years, strategic planning has grown in popularity among management scholars. While this concept has been the subject of many papers, the correlation between strategic planning and HRM has been the subject of far less research. The western environment has seen a lot of research on strategic planning and human resource management, while emerging nations, and Arab countries in particular, have seen very little researching these areas.

Those who care about an organization's performance and the attainment of its goals, as well as employee satisfaction, efficiency, productivity, and retention, have taken a keen interest in strategic planning and human resource management.

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Based on their review of the literature, the researchers at this organisation believe that strategic planning is an essential responsibility for all HRM professionals and that HRM activities should be considered in connection to this process. It must do in order to monitor things like the organization's performance, benefits, problems, and employments. This research looks at the banking industry in Saudi Arabia and how strategic planning relates to human resource management operations.

1.1 Statement of the Problem

One of the most important new ideas in management is strategic planning, which provides useful resources for reaching far-off objectives. Nonetheless, it will assess the present and future capacities that will guarantee the organization's triumph in this cutthroat globe. For that reason, the study's central research question is how Saudi banks' HR departments engage in strategic planning in regard to HRM initiatives. Additionally, it makes an effort to delve into the banking sector's most pressing issue with strategic planning execution.

1.2 The Purposes of the Study

- The firm's human resource management operations have been impacted by the notion of strategic planning. To make sure the company achieves its objectives, strategic planning is useful since it gives broad strategic directives to different departments, such as human resource management. By doing so, this research will prove or disprove the existence of a connection between Saudi banks' strategic planning practices and HRM initiatives.

- Saudi banks may be able to raise the bar on employee performance based on this study's conclusions. There has been a dearth of research in this area; perhaps, the study's suggestions may encourage other scholars to fill that need.

Human resource management departments of these banks will use the findings of this study to inform policy decisions and long-term strategies that will contribute to the success of their respective institutions.

1.3 The Objectives of the Study

Human resource management and strategic planning may be better understood with the help of a suitable theoretical framework.

- There is evidence to suggest that strategic planning has the potential to impact conduct in the workplace. Nonetheless, Saudi Arabia lacks studies that aim to link strategic planning with human resource management. Examining the potential connections between strategic planning and human resource management tasks, this research finds:

- The study literature on strategic planning and human resource management activities will be filled with this.

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- Decision-makers in Saudi Arabia should be able to use this study's findings to better understand the level of strategic planning and human resource management initiatives implemented by Saudi bank personnel. If the Saudi Chamber of Commerce, the main private institution responsible for overseeing Saudi private enterprises, could get a better understanding of human behaviour, it might help them make more informed suggestions for increasing efficiency. Create a thorough understanding of the connection between HRM initiatives and the strategic planning of Saudi banks by presenting academics and HR professionals with appropriate and effective advice.

1.4 Study Hypotheses

There are two main hypotheses in this study:

H₁: Saudi banks do not commonly engage in strategic planning, and HRM practices do not seem to be related to this. Additional assumptions are made by this theory: Job analysis and evidence-based strategy planning are not used by Saudi bank HR departments, according to Hypothesis 1-1. Based on the first two theories, the human resources departments of Saudi banks do not participate in HR or strategic planning.

Based on our findings from testing hypothesis 1–3, it seems that HR departments at Saudi banks do not participate in strategic planning related to hiring.

There is no statistically significant correlation between strategic planning and the human resources departments of Saudi banks. Moreover, these departments do not participate in such planning. There is no statistically significant correlation between training and development and strategy planning, and HR departments at Saudi banks aren't involved either. There is no correlation between intrinsic motivation and strategic planning, according to the HR departments Saudi banks (H1-6). All seven hypotheses Strategic planning and performance management in Saudi bank HR departments do not connect statistically. Regardless of demographic factors like age, gender, education level, profession, or years of experience, there is no statistically significant difference in the responses of respondents on the overall impact of HRM activities on strategic planning (H2).

Theoretical Background and Literature Review

1.5 Theoretical Background

ones Because people are the backbone of any business, any new regulations, policies, or initiatives imposed by a strategic plan will have far-reaching effects on how well the company runs as a whole. According to Narasimha (2000), a well-thought-out strategy that backs up HR initiatives has to be in sync with the current internal and external climate, company objectives, and performance plans. In order to stay competitive and achieve organisational success, current technology should also provide essential assistance for this. Management of an organization's employees is what human resource management is all about, as Sims (2002) said. Consequently, it is critical for managers to provide

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a fair wage and a pleasant workplace for all employees. Human resource management's main responsibilities include conducting job analyses, developing strategies for recruiting and hiring new employees, making final hiring decisions, providing ongoing professional development opportunities, and monitoring employee performance.

Conducting a job analysis is an important step in the recruiting process. One component of this process is writing a detailed job description that lists all of the qualifications that applicants should have (Laursen and Foss, 2003). The next step is for the HR manager to create a newspaper or social media ad outlining the job requirements. The interview is a useful tool for identifying unqualified candidates. Concepts and task analyses are useful tools for gauging employees' competence.

An HR manager's responsibilities may include overseeing human resource planning. In order to guarantee that there is an adequate, competent, and qualified workforce, human resource allocation links the demands of the organisation with its human resources and its strategic goals (Martell and Carroll, 2005). The purpose of this component is to help the company reach its objectives. In recent years, HR planning has grown in importance as a tool for businesses to gain a competitive edge and retain more of their current staff (Storey et al., 2002). When HR is well-allocated, workers are more likely to take pride in what they do for a living, which in turn boosts retention rates. Human resource planning allows the company to keep tabs on its top performers and reward them appropriately. A company may learn what kind of human resources are needed to reach its goals with the help of human resource planning. When it comes to hiring, it's clear that some organisations are going to extreme lengths to get the human resources they need, even if they can't find them locally. This element necessitates the hiring of foreign workers, who then bring in money from other nations (Martell and Carroll, 2005). In their pursuit of staff sales, managers must possess an exceptional plan. The firm stands to lose a lot of money if this part isn't carefully considered and implemented with a solid approach. Managers should consider the number of employees impacted and factors affecting worker productivity before deciding to sell an employee. Promotions based on an employee's demonstrated competence and skill may also occur internally (Storey et al., 2002). The importance of strategic planning in combining workforce is also more significant in this case. To achieve its objectives, a firm relies on its human resources department to find and hire the most qualified candidates, who possess the knowledge, abilities, and experience needed for the job. By using methods beyond only interviewing, testing, and reference checking, the selection process aids in the discovery of a pool of potential personnel. This activity must adhere to the principles of fairness. First and foremost, the right plan has to be set up in order to choose a desired candidate. The success and longevity of every business depends on its recruiting strategy. Failure to instill the proper strategy and take a proactive approach during human resource selection might result in high costs and ineffectiveness (Scott and Bruce, 2004). Choosing the right people for the job will do the following:

- Give the company a solid foundation on which to build its future success and its capacity achieve its goals.
 - Encourage the development of skilled workers.
 - Support the exchange of goods and services in global marketplace.
- Makes the assessment phases better by granting more exams to those who match the desired attributes.

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Staff development and training: Investing in staff training is a certain way to increase the likelihood that they will contribute to the firm's goal achievement. Indeed, training raises the level of production for every single employee. One method of training employees to uphold the company's ethical standards is to provide them with manuals that outline the rules and procedures of the organisation (Storey et al., 2002). Additionally beneficial to the business is on-site training provided by human resources professionals. Many employees have reported an improvement in their proficiency with the programme after receiving training. The goal of any training programme should be to improve workers' competence in carrying out their assigned tasks (Martell and Carroll, 2005). Inspiration: What people do and say within a connection is based on the nature of the problems that follow one kind of utilitarian interaction; this is what motivates them (Niehaus et al., 2013). Knowing and understanding what motivates or demotivates a worker, and furthermore, how to put this knowledge to use, is crucial for ensuring the execution of the cutting edge connection. Management of human resources has an immediate impact on both individual and organisational performance. In this way, a foundation can be laid that can benefit both the interests of the association and its employees simply by being familiar with motivational theories and by using effective management techniques in order to engage the employees in the aggressive attainment of the organization's goals (Scott and Bruce, 2004). If a company wants its employees to be more dedicated and stay for a longer time, one thing they need do is start motivating them. Performance administration: it refers to "the continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the organization's goals" Glendinning published this in 2007. Here are the six pillars of performance management that Risher (2005) outlined: clear objectives, consistent monitoring of progress toward those objectives, coaching and development assistance, public acknowledgement and praise, and continuous feedback on performance.

1.6 Literature Review

Balkin and Gomez-Mejia (1990) investigated several theories of management and organisations. In order to get this information, researchers in the United States sent out 150 questionnaires to various organisations at random. The findings point to a shift in the emphasis of management and organisational theories towards the ways in which businesses adjust to HRM initiatives and boost their competitiveness. It was discovered that human resources and HRM work hand in hand to provide a foundation for the production of new information, the development of new abilities, and the quick spread of technological advancements. Human resource management, and by extension, organisational performance, may be greatly enhanced with the strategic use of this platform. Organisational strategy planning and human resource management activities are strongly linked, according to the findings. An effective human resources department contributes to the determination of an organization's performance level, according to research by Arthur (1994) that sought to identify the impact of HR departments on performance levels. Data for the research came from medium-sized businesses that had just established HR departments. Based on the study's findings, implementing strategic plans is the only way to guarantee that your company competes fairly in the global business arena via the implementation of best practices in human resource management operations. One reason why many companies have been able to achieve such high levels of productivity is because of the ease with which strategic planning has made staff recruiting, career planning, and retention exercises.

The ideal also allows for the determination of performance evaluations across HRM tasks, which is useful for gauging how well employees are doing in their many roles. A few examples of human

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resource planning tasks include establishing a company structure, comparing the use of contract workers to that of employees, investigating the benefits package of a company, and determining the arrival on the developing strategies and methods to maintain a company amicable with all of its job and life obligations, or undertaking a wellness programme. Strategic planning aids in ascertaining the number of personnel needed to execute the organization's near-term goals, according to a research conducted by Jackson and Schuler (1995) that examined the effects of organisational strategies on HRM. Interviews and questionnaires given to randomly selected workers formed the basis of their research. In summary, for a business to turn a profit, its hiring practices should be as pragmatic as possible. Therefore, it is essential for managers to recognise that a positive work atmosphere is crucial for employee morale. Improved output on the job is a sure bet when you have a plan for creating a welcoming workplace. Focusing on high-priority tasks that inspire employees is essential since human actions are the driving forces behind any desired result. Organisations should develop mission statements outlining their fundamental goals, strategies, future directions, and profitability targets, according to research by Delaney and Huselid (1996) that looked at how HR and related activities affected overall organisational performance. Oral interviews were used to gather data from a variety of individuals from various employment levels in this research. In order to achieve their objectives, organisations and businesses need develop specific functional strategies, such as marketing plans and financial management systems. Therefore, managers would find strategic planning to be an aid in analysing pertinent internal environmental variables. In the end, this will aid in improving the organization's performance by imposing the most suitable strategic plans and human resources, which will assist in realising the expected opportunities and potential dangers. Greater focus on improving the quality of strategic decision-making processes is likely to lead to higher organisational performance, according to research by Narasimha (2000) that reviewed the effects of strategic human activities and human resource management on organisational performance. Goal setting, human resource deployment, authority relationship decisions, implementation monitoring, and developing unique competency are all examples of what may fall into this category. Through the use of free-form questionnaires, this study sought to ascertain the impact of individual characteristics, actions, and behaviours on the overall management and performance of the organisation. Strategic planning may affect HRM initiatives by affecting workers' incentive systems, workplace structure, and the development of their competence, expertise, and understanding, according to the findings. When factors in a company's environment are constantly changing, it becomes very difficult to prepare ahead. According to research by Dessler (2011) on the topic of strategic planning and organisational performance, there are primarily three components to strategic planning that have contributed to organisations' success by making their goals and objectives more realistic. According to the findings, these characteristics include the strategic analysis, objectives, and decisions. Confirming the links between strategic planning and successful organisations was the goal of this quantitative research. The primary purpose of the strategic analysis was to establish the long-term objectives, purpose, and priorities of the business or organisation. The findings also showed that this idea illustrates how a company's strategic goals should be defined and directed towards gaining a deeper understanding of the external business climate. Strategic decisions include developing, assessing, and choosing the best approach, according to the research.

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Human resource strategy, as stated by Prasad (2012), is all about how companies should lead their employees to achieve their goals. He concludes from his research that companies with excellent corporate strategies and mission statements are likely to have created effective human resource plans to deal with the challenges they face and put their goals into action. "Human resource strategies and organisational performance" was the subject of this cross-sectional research that used quantitative and qualitative methods of data analysis. According to the findings, the requirements for human resource implementations are closely related to the strategy that a company follows. In this case, you'll need to educate yourself on the subject and hone your abilities in order to devise a control system that will help your company reach its objectives. In his investigation into strategic planning's impact on HRM, Noe (2013) defined strategic planning as an approach or set of processes aimed at establishing or manipulating the current situation to produce an intended result. According to the interview data, strategic planning is best understood as the process of making effective criteria and comprehensive analysis to design, implement, and oversee the system and officially record the organization's goals. The study's findings corroborated the importance of strategic planning in determining an organization's future and the most effective means of achieving certain goals. When trying to determine their orientations and make decisions about how to allocate their resources, most companies follow a process that Noe (2013) calls strategic planning. Lastly, a research by Niehaus et al. (2013) verified that the modern business environment has undergone noticeable changes due to modern civilization, globalisation, and the incorporation of new technology into enterprises and organisations. Using questionnaires, they surveyed organisations to determine the impact of strategic planning on performance. They found that strategic human resource management was one of the most effective strategies for organisations to stay competitive in the face of a constantly shifting business environment. This study differs from others in that it addresses Saudi banks, which have not been studied before to the best of the researchers' knowledge. Additionally, several possibilities that were not previously examined, at least experimentally, were also covered in this study.

2. Study's Methodology

Human resource management and strategic planning in Saudi Arabian banks were the subjects of this descriptive and analytical research. The researcher made sure to gather all the essential data and information that would be used throughout the investigation. This research made use of both primary and secondary sources of information. Questionnaires were used to gather primary data. Books, scholarly publications, and the internet were among the secondary data sources used for the collection of theoretical input and prior research. Here the writers go into more depth on the research's methodology, procedures, sample selection, measurement devices, reliability, statistical techniques, study limits, and ethical issues. They also discuss the study's validity and reliability.

2.1 Study Approach

Quantitative methods are used in this investigation. In quantitative research, researchers rely on numerical data collected via various statistical methods to draw meaningful findings.

2.2 Study Process

After describing the study's purpose and methodology, researchers contacted potential volunteers and inquired whether they would be interested in taking part.

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2.3 Population and Sampling Technique

At the individual level is the unit analysis. According to Table 1, all senior-level personnel in the human resources departments of Saudi Arabian banks made up the study's population. The human resources departments of six separate banks—Al Rajhi, Saudi Investment, National Commercial, Riyadh, SABB, and Saudi Hollandi—provided the data on the number of workers. The following is a list of the current staffing levels at each bank:

Table 1. The number of senior level employees at Saudi banks

Bank	Population	Sample
Al Rajhi Bank	126	79
Saudi Investment Bank	32	21
National Commercial Bank	108	61
Riyad Bank	24	13
SABB	22	14
Saudi Hollandi Bank	19	12
Total	331	200

Out of this number, a total of (200) senior level employees are selected at random using simple random sampling to represent the senior level employees of those banks.

2.4 Measuring Instruments

The researchers used a questionnaire they had developed to gather data. The item count was forty-one, and the weights were one, two, three, four, and five, respectively, based on the following likert scale: strongly disagree, disagree, don't know, agree, and highly agree. A greater mean valuesuggests a higher level of agreement with the issue. Given that the survey consisted of the following three sections:

In the first section, we asked participants to identify themselves by providing basic information such as their gender, age, years of experience, level of education, and job title. Section 2: It had 34 questions designed to gauge the sample members' viewpoints on human resource management operations. Job analysis (items 1-4), human resources planning (items 5-9), recruitment (items 10-14), selection (items 15-19), training and development (items 20-24), motivation (items 25-29), and performance management (items 30-34) make up this set of items. The research conducted by Aldmour in 2008 was used to compile the 34 items.

In the third section, you'll find a battery of questions designed to assess the sample's strategic planning abilities (6 items: 35-40). All six elements were collected from the research of Aldmour (2008).

2.5 Validity the Tool of the Study

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The study's validity was confirmed by a series of procedures: First, in order to ensure the questions were accurate, a large number of reviewers, including academics and human resource management experts, were sent out questionnaires. Their feedback and suggestions informed several edits that resulted in the final version of the questionnaire, which included the removal of certain questions, the addition of others, and the rephrasing of others. Second, before doing any statistical analysis, the statistician made sure the questionnaire was well-structured and checked whether the questions were appropriate. Third, to further guarantee the questionnaire's validity and reliability, a pilot research was carried out with fifty individuals.

2.6 Reliability

Examining the congruence of questionnaire claims, we computed the internal consistency of the measuring scales using Cronbach's alpha for the dimensions of strategic planning practice and human resources activation. Human resource activation dimensions have a Cronbach's alpha of 0.83. When it comes to strategic planning aspects in practice, Cronbach's alpha is 0.89. The result shows that the dependability coefficient is more than or equal to 0.60 across all dimensions. Additionally, this ensures the study tool's validity and consistency for use in statistical analysis and other forms of scientific research. In Table 2 you can see the outcomes.

Table 2. The Cronbach's Alpha coefficient values for variables for this study

Variables	No. of Items	Alpha
Human resources activates	34	0.83
The practice of strategic planning	6	0.89

2.7 Statistical Methods Used

The study's hypotheses and statement sample characteristics were analysed using the following statistical methods: multiple linear regression analysis, standard deviation, percentages, means, and frequencies.

2.8 Limitations of the Study

The present study's design has a variety of limitations that must be taken into account, just like any other research study. To begin, there has never been an earlier research that looked at the connection between strategic planning and HRM initiatives in Saudi Arabia. As a result, we need further studies to evaluate the results in a broader setting. Additionally, the researchers omitted public sector and health care workers from their sample in favour of private sector workers. One of the main arguments in favour of this boundary is the private sector's important role in implementing the Saudization agenda. Additionally, from 2015 to 2019, the government has stated its desire to privatise some operations within the public sector (Ministry of Economy and Planning). Third, Riyadh city was chosen as the site of the research due to two reasons: (1) the concentration of private enterprises in this area and (2) the limitations imposed by time on the data collected.

gathering data and constrained budgetary means. Spanning the enormous kingdom of Saudi Arabia is no easy feat. Thus, it is important to use care when extrapolating the findings. Fourth, the survey

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did not include female workers as, fourth, Saudi culture is conservative and fifth, men make up the vast majority of bank sector personnel. Men were the sole subjects in the study.

2.9 Ethical Considerations

Some ethical concerns were raised by the current investigation. In terms of their willingness to take part in the research, all subjects expressed satisfaction. Simultaneously, they may back out at any moment for any cause. In addition, participants were briefed about the study's goals; however, neither their identities nor those of their employers would be disclosed. The participants were also assured that their answers would remain confidential and would only be used for research purposes, away from the prying eyes of their employers.

3. Data Analysis of Results Interpretation of Results

This section presents the results of the quantitative analysis of the questionnaire data, which was the primary tool used in this research. There are two primary sections to this segment. Part one consists of an analysis of the study's sample. The second part discusses the hypothesis testing and outcomes interpretation.

3.1 The Sample of the Study

Participants were two hundred male and female supervisors from "Saudi banks" for the research. The distribution of the sample's participants according to the gender variable is shown in Table 3. Table 3 also reveals that there were 138 men, making up 69% of the total, and 62 females, making up 31% of the total.

Table 3. Distributing the individuals of the sample according to variable of gender

Gender	Frequency	Percentage
Male	138	69%
Female	62	31%
Total	200	100%

Table 4 shows the percentage for distributing the individuals of the study according to variable of age. The highest percentage was (41%) for the category (30-40) years. Whereas the lowest percentage was (1%) for the category (61 years and above) years.

Table 4. Distributing the individuals of the sample according to the variable of age

Age	Frequency	Percentage
Less than 30 years	28	14%
From 30 to less than 40	82	41%
From 40 to less than 50s	57	28.5%
From 50 to less than 60	31	15.1%
61 years and above	2	1%

Total	200	100%
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Table 5 shows the percentage for distributing the individuals of the study according to variable of years of experience. The highest percentage was (38.57%) for the category (from 11 to less than 15 years). Whereas the lowest percentage was (6%) for the category (less than 5 years) years.

Table 5. Distributing the individuals of the study according to years of experience

Years of experience	Frequency	Percentage
Less than 5 years	12	6%
From 5 to less than 10 years	38	19%
From 11 to less than 15 years	77	38.5%
From 16 to less than 20 years	53	26.5%
From 21 years and more	20	10%
Total	200	100%

Table 6 shows the percentage for distributing the individuals of the study according to variable of educational qualification. The highest percentage was (43%) for the category (postgraduate study). Whereas the lowest percentage was (5.5%) for the category (high school or less).

Table 6. Distributing the individuals of the study according to educational qualification

Educational qualification	Frequency	Percentage
High school or less	11	5.5%
Diploma	25	12.5%
Bachelor	78	37%
Postgraduate study	86	43%
Total	200	100%

Table 7 shows the percentage for distributing the individuals of the study according to variable of job title. The highest percentage was (48.5%) for the category (department manager). Whereas the lowest percentage was (2.5%) for the category (general manager).

Table 7. Distributing the individuals of the study according to job title

Job title	Frequency	Percentage
Supervisor	65	32.5%
Department manager	97	48.5%
Assistant general manager	33	16.5%
General manager	5	2.5%

Total	200	100%
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3.2 Hypotheses Testing

This section delves into the hypotheses put forward, each of which suggests a possible connection between the two primary variables that make up this research: HRM practices and strategic

planning. The hypotheses were tested using a modified version of simple linear regression. The following criteria were used to determine whether the hypothesis was accepted or not: if the significance level is less than 0.05, then accept the null hypothesis. When p-values are greater than 0.05, we reject the null hypothesis. The first hypothesis is that Saudi banks do not engage in strategic planning in connection to their human resource management practices. Several competing theories may be advanced in support of this basic hypothesis:

According to the hypothesis H1-1, the human resources department of Saudi banks does not use strategic planning or job analysis.

Using linear regression and the subsequent statistical analysis, we tested this hypothesis.

Table 8. The results of the relationship between job analysis and the practice of strategic planning

Correlation Coefficient	R ²	F	Significance	Result of H0
0.61	37 %	82.61	0.043	Reject

The correlation coefficient, as shown in Table 8, is (0.061). With an F-value of 82.61 and a significance level of 0.043, job analysis accounted for 37% of the variance in strategic planning practice, the dependent variable. Given that the significance threshold is less than 0.05, we may reject the null hypothesis and adopt the alternative hypothesis, which states: Saudi Banks' human resources departments engage in statistically significant connection between job analysis and strategic planning.

Work activities, human behaviours, machines, tools, equipment, work aids, performance standards, job environment, and human needs are all pieces of information that human resources professionals gather via job analyses, which might explain this conclusion. Human resources professionals at Saudi banks implement a job analysis policy in line with the bank's long-term strategy. The human resources departments of Saudi banks do not engage in strategic planning or human resource planning, according to hypotheses 1-2.

We used linear regression and the following statistical analyses to evaluate this hypothesis:

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Table 9. The results of the relationship between human resource planning and the practice of strategic planning

Correlation Coefficient	R 2	F	Significance	Result of H0
0.47	62%	92.27	0.00	Reject

According to Table 9, the correlation coefficient is 0.47. With an F-value of 92.27 and a significance level of 0.00, human resource planning (the independent variable) accounted for 62% of the variance in strategic planning practice (the dependent variable). With a p-value less than 0.05, we can accept the alternative hypothesis that HR planning and strategic planning are significantly correlated in Saudi bank HR departments, rejecting the null hypothesis in the process. One probable reason for this outcome may be because the bank's human resources department decides which jobs need to be filled and how to fill them. When it comes to workforce/personnel planning and forecasting, the human resources professionals at Saudi banks make sure that HR policies are followed. Hypotheses 1-3: The Saudi Banks' human resources department does not use strategic planning in its recruiting efforts.

We used linear regression and the following statistical analyses to evaluate this hypothesis:

Table 10: Findings from the correlation between hiring and strategic planning

Correlation Coefficient	R 2	F	Significance	Result of H0
0.75	55 %	111.2	0.00	Reject

The correlation coefficient is 0.75, as seen in Table 10. At the 0.00 level of significance, the F-value was 111.2, and the variance in the practice of strategic planning (the dependent variable) was 55% explained by recruitment (the independent variable). With a p-value less than 0.05, we may accept the alternative hypothesis that says: Saudi Banks' human resources departments engage in statistically significant association between recruitment and strategic planning. We reject the null hypothesis. The bank's human resources department may be luring qualified candidates to apply for available jobs, which might explain the outcome. Human resources professionals at Saudi banks implement hiring policies in a way that supports the organization's long-term recruitment strategy. The selection process and strategy planning at Saudi Banks' human resources department do not correlate in a statistically meaningful way (H1-4).

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We used linear regression and the following statistical analyses to evaluate this hypothesis: Table

11. The results of the relationship between selection and the practice of strategic planning

Correlation Coefficient					
R²	F	Significance Result of H0			
0.62	44 %	97.2	0.00	Reject	

The correlation coefficient is shown as (0.62) in Table 11. At the 0.00 level of significance, the F-value was 97.2, and the variance in the practice of strategic planning (the dependent variable) was 44% explained by selection (the independent variable). We accept the alternative hypothesis, which asserts that there is a statistically significant link between selection and the practice of strategic planning in the human resources department of Saudi Banks, and reject the null hypothesis, because the significance threshold is lower than 0.05.

One probable reason for this outcome might be because, in most cases, the workers are chosen after a lengthy procedure that includes posting the position, examining applications, conducting interviews, and ultimately administering tests to determine which candidates are the best fit. The human resources professionals of Saudi banks follow the bank's strategic strategy for selection when they implement the selection policy. As far as the human resources department of Saudi Banks is concerned, there is little evidence of a connection between training and development and strategy planning (H1-5).

We used linear regression and the following statistical analyses to evaluate this hypothesis:

Table 12. The results of the relationship between training and development and the practice of strategic planning

Correlation Coefficient	R²	F	Significance	Result of H0
0.52	26%	66.3	0.00	Reject

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The correlation coefficient, as seen in Table 12, is (0.52). Training and development accounted for 26% of the variance in strategic planning practice, with a F value of 66.3 and a significance level of 0.00 for the independent variable. Training and development and strategic planning practices in Saudi Banks' HR departments are significantly correlated, according to the alternative hypothesis, since the significance level is less than 0.05, which means we can reject the null hypothesis. This outcome might be because, as a general rule, staff training focuses on providing them with the foundational knowledge and abilities they need to carry out their tasks well. Human resource professionals in Saudi banks implement training and development policies in a way that aligns with the bank's long-term training and development strategy.

Results from the Saudi Banks' human resources department do not show a link between intrinsic motivation and strategic planning (H1-6). We used linear regression and the following statistical analyses to evaluate this hypothesis:

Table 13. The results of the relationship between motivation and the practice of strategic planning

Correlation Coefficient				
R 2	F	Significance	Result of H0	
0.27	14%	16.52	0.009	Reject

You can see the correlation coefficient of 0.26 in Table 13. With an F-value of (16.52) and a significance level of (0.009), we find that the motivational factor explains fourteen percent of the variance in strategic planning practice. We accept the alternative hypothesis, which asserts that there is a statistically significant link between motivation and the practice of strategic planning in the human resources department of Saudi Banks, and reject the null hypothesis, because the significance threshold is lower than 0.05.

One probable reason for this outcome might be because the HR department implemented a system of incentives to motivate workers to do their tasks efficiently. Human resources experts at Saudi banks implement a motivation programme that lines up with the bank's overarching strategy for employee engagement.

Results do not support hypotheses 1–7 that Saudi banks' human resources departments use strategic planning in conjunction with performance management. We used linear regression and the following statistical analyses to evaluate this hypothesis:

Table 14: The outcomes of the correlation between strategic planning and performance management

Correlation Coefficient				
R 2	F	Significance	Result of H0	
0.71	52 %	105.84	0.00	Reject

A correlation coefficient of 0.71 is seen in Table 14. With an F-value of 105.84 and a significance threshold of 0.00, performance management accounted for 52% of the variance in strategic planning practice, the dependent variable. With a p-value less than 0.05, we can accept the alternative hypothesis that says: performance management and strategic planning are significantly correlated in Saudi Banks' HR departments. We reject the null hypothesis and accept this alternative. The HR department may have handled the most crucial aspects of performance management, such as in-person planning, goal setting, and development plans, before conducting the evaluation, which might explain the outcome. Human resources experts at Saudi financial institutions implement performance management policies in a way that is in line with the institutions' performance management strategies. The second hypothesis is that when looking at the effect of HRM on strategic planning in Saudi banks by functional and personal factors such as age, gender, education level, job title, and years of experience, there are discernible differences.

Gender

Table 15. The results of linear regression between human resource management activities and gender

Non Linear Regression between human resource management activities and gender

T	Significance	Result of H0	
-0.228	-1.693	0.492	Accept

Table 15 shows that the T value is (-1.693), the significance is (0.492). Since the significance level is higher than ($\alpha \leq 0.05$), we do not accept the null hypothesis. That means there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to the gender variable.

Age

Table 16. The results of linear regression between human resource management activities and age

Non Linear Regression between human resource management activities and Age

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T	Significance	Result of H0
-0.360	-1.19	0.87
		Accept

Table 16 shows that the T value is (-1.19), the significance is (0.87). Since the significance level is higher than ($\alpha \leq 0.05$), we do accept the null hypothesis. That's mean there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to gender variable.

Educational Qualification

Table 17. The results of linear regression between human resource management activities and educational qualification

Non Linear Regression between human resource management activities and educational qualification

T	Significance	Result of H0
0.35	0.88	0.481
		Accept

Table 17 shows that the T value is (0.88), the significance is (0.481). Since the significance level is higher than ($\alpha \leq 0.05$), we do accept the null hypothesis. That's mean there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to gender variable.

Job Title

Table 18. The results of linear regression between human resource management activities and job title

Non Linear regression between human resource management activities and jobtitle

T	Significance	Result of H0
0.04	0.012	0.99
		Accept

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Table 18 shows that the T value is (0.012), the significance is (0.99). Since the significance level is higher than ($\alpha \leq 0.05$), we do accept the null hypothesis. That's mean there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to gender variable.

Years of experience

Table 19. The results of linear regression between human resource management activities and years of experience

Non Linear Regression between human resource	T	Significance	Result of H0
-.052	-0.73	0.632	Accept

management activities and years of experience

Table 19 shows that the T value is (-0.73), the significance is (0.632). Since the significance level is higher than ($\alpha \leq 0.05$), we do accept the null hypothesis. That's mean there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to gender variable.

Finally, as we noted there are no significant differences statistically at the level of ($\alpha \leq 0.05$) between the practice of human resource management activities and strategic planning in Saudi Banks attributed to demographic variables. This result consistent with previous studies (Alafeef, 2005, Aldmour, 2008). A possible explanation for this result may be, all employees in human resources management have one goal and work together to execute human resources management activities in these banks regardless of their gender, age, educational qualification, and years of experience.

4. Conclusion

Examining how strategic planning in Saudi banks relates to HR operations was the driving force behind this research. Human resource operations have a favourable and substantial effect on banks' strategic planning, according to the study's conclusions. Despite the weak association, the findings show that strategic planning is strongly related to motivation and human resource planning activities. Finally, it is often believed that when management provides incentives and HRP, which inturn leads to high productivity, employees perform better.

Recommendations

<https://doi.org/10.62650/ijhrmob.2023.v11.i2.pp1-19>

The following suggestions are derived from the study's conclusions: 1- Of the most important success criteria, human resource management is having an impact on the whole bank. Because of this, financial institutions need to pour further resources into this field. Every action is influencing strategic planning in some way, whether it's directly or indirectly affecting an employee. A dedicated unit inside each bank should be responsible for highlighting the significance of the bank's strategy and how it aligns with other departments.

There is little evidence that being motivated leads to strategic planning activities. This location necessitates the bank to use more caution. Employees will be more productive and happy if they are consistently monetarily or otherwise appreciated for their work; otherwise, they may experience burnout or dissatisfaction.

The banking industry has a significant difficulty when it comes to learning and development. An increase in the availability of advanced education for managers will have a beneficial effect on strategic planning as a whole. With the information gained from these classes, the decision maker will be more equipped to help the bank reach its objectives.

The duties and responsibilities of each employee in the bank will be defined by improving the job analysis process. Every employee will have a clear understanding of their role within the bank's strategy thanks to this. Saudi banks should keep the close connection between HRP and the execution of their strategic plans as HRP has a significant influence on the latter. By keeping this connection going, the bank can make sure that their HR strategy is in line with their overall company plan.

5. Areas for Further Study

This study's results did not go into great detail on every aspect of strategic planning in Saudi Arabian companies. The study proposes various subjects for the next research including:

- The link between human resources management activities and the practice of strategic planning: a public and private sector comparison in Saudi Arabia.
- A comparison of men and women in Saudi Arabia with respect to the interaction between strategic planning and human resource management strategies.