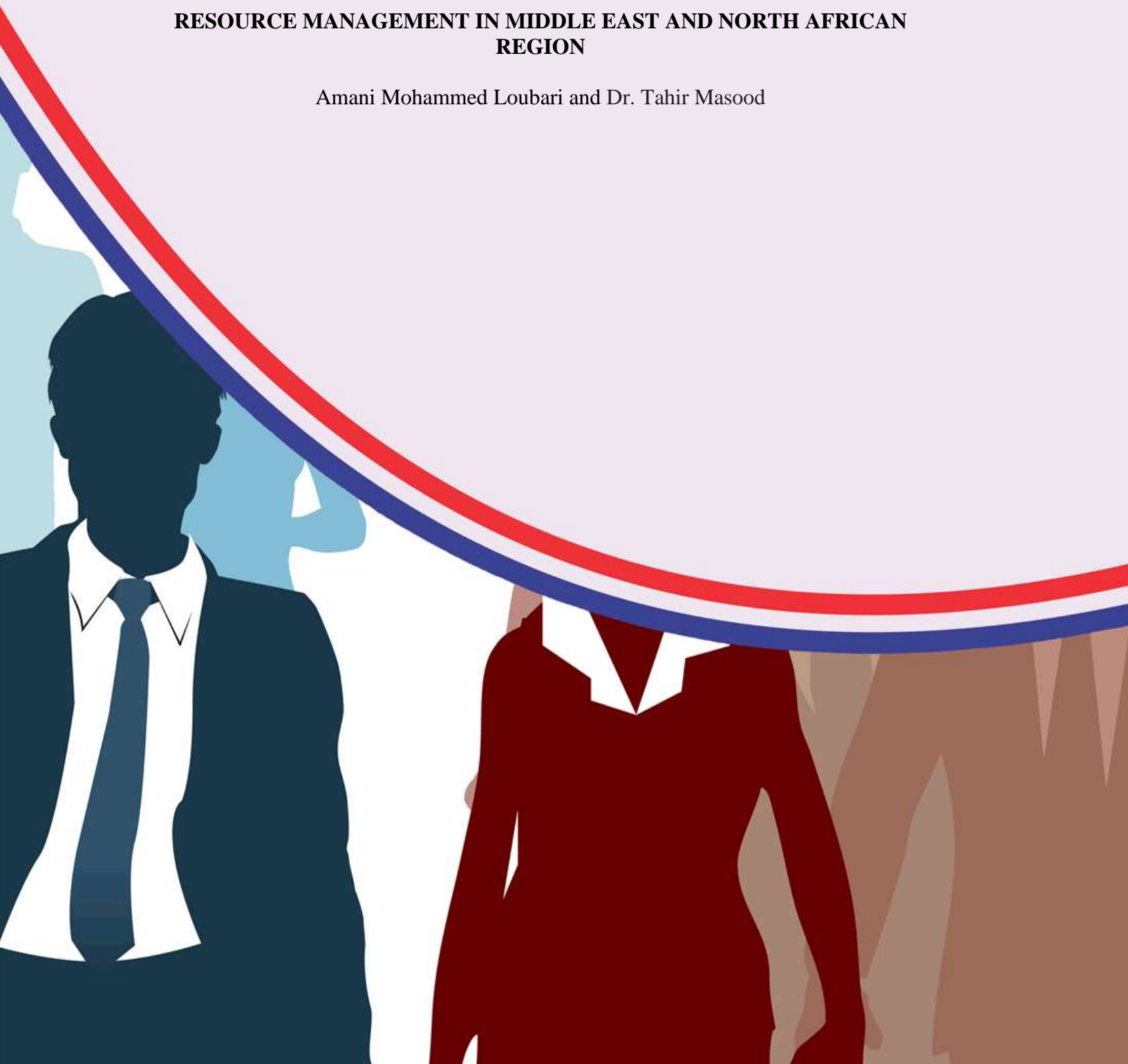


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**RESOURCE MANAGEMENT IN MIDDLE EAST AND NORTH AFRICAN
REGION**

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Resource Management in Middle East and North

African Region

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Abstract

Purpose: The paper explores the human resources management (HRM) practices, especially In the Middle East and North Africa (MENA) areas, the research focuses on employee motivation, training, development, process improvement, and reward. To assist businesses in the MENA area recruit and retain talent, the report details the elements that might have an influence on HR policies and strategies in the region.

Methodology: Review of related and relevant literature was conducted, with emphasis on the HRM practices in MENA region with the thematic analysis and systematic literature review approach. This can be done with the implication of secondary sources of information to make this study evident as per the opinions of different authors.

Findings: The paper's secondary findings show that developing and transitioning economies have a hard time attracting and maintaining top personnel. The quality of the application of HRM practices and strategies in MENA firms was shown to be influenced by a number of variables. These were changes in economic environment, changes in technology, and changes in national economy. To help organizations in MENA region address these complex issues, the paper presented recommendations focusing on the improvement of the internal environment of the organizations and establishment of risk management plans to manage uncertain external factors that impact an organization.

Unique Contribution to Theory, Practice and Policy: Social exchange theory, Modern organization theory and institutional theory are some important perspectives that are used in this research article which helps in presenting the importance of employees and their effective contribution to manage HRM practices and workplace decorum effectively. Additionally, the paper primarily explores the different complex issues surrounding the HRM practices in MENA region. To do so, the market environment of the region was studied. By doing so, the unique organizational and business settings of the MENA region are analyzed. Using this method, for instance, researchers discovered that despite the MENA region's wealth, its governments lack the sound financial planning necessary to put their money to work improving the corporate performance of their nation. Also, there are variety of Human resource management theories and frameworks like Maslow Hierarchy theory of motivation can be used for further purposes in other studies that basically contributes and engage large number of employees towards organizational goals.

Keywords: *Human Resources Management (HRM), Motivation, Training, Development, Performance Management, HR Policies, HR Strategies, MENA*

INTRODUCTION

Human resource studies have arisen as a distinct field in recent decades, shedding light on a number of salient trends in the Middle East. An international and multicultural workforce gives human resource management in this area a unique flavor (Budhwar, Pereira, & Mellahi, 2019). In this research, we aim to investigate the region's human resource ecosystem. There is evidence to suggest that organizational and human resource development have been fundamental to the most successful human resource strategies. There are oil-rich nations in the MENA area that are also making significant attempts to wean themselves off of the commodity. Human resource development is a key area of attention for the government to achieve this goal. Interest from international corporations is growing. Programs and advantages of localization are being implemented in a number of ways in the Middle East. However, there are a number of obstacles that need to be overcome before the country can have a competitive application pool and attract people with relevant job experience. Accordingly, these challenges can include a lack of job opportunities in the country, a lack of skilled workers, and a lack of incentives for workers to stay in the country. Hence, in order to address these challenges, the country may need to invest in job training programs and infrastructure development, improve living conditions, and offer financial incentives to attract and retain workers. Additionally, promoting the country as a good place to live and work can also help to attract applicants with good work experience.

With the interpretation of theories such as social exchange theory, Modern organization theory and institutional theory will help in contributing the maximum efforts and engagement of employees towards workplace decision and activities that basically leads the success of the company with the accomplishment of the organizational goals.

This research study includes the secondary sources of data collection to gather the variety of opinions and viewpoints of authors about the HRM practices and their management within workplace and especially among MENA regions.

Problem Statement

The problem statement of this study revolves around the aspect of lack of attention to the specific challenges and opportunities that organizations face in the region in terms of employee engagement, retention, and development. Furthermore, research on the use of technology in HRM practices in the region is limited, and there is a need for more research on how technology can be used to improve HRM practices in the MENA region. However, there is a need for more comprehensive and comparative research on HRM practices in the MENA region, that focuses on the specific challenges and opportunities that organizations face in the region, as well as the effect of cultural and economic factors on these practices. Hence, in order to provide comprehensive and supportive theories and strategies for effective HRM management within such regions where people are not aware about such aspects but ready to get the benefits of it.

LITERATURE REVIEW AND FINDINGS

Planning of Recruitment, Motivation, Training, Development, Performance Management, and Reward Employees in MENA Region

In the Middle East and North Africa (MENA), the total rewards system is made up of monetary and non-monetary incentives. The purpose of the incentives in this section is to keep employees from leaving the company (Alhmoud & Rjoub, 2019). In contrast, financial restraints or expenditures are not a problem in the Middle East and North Africa (MENA). For this reason, businesses like this need to pay attention to employees' intrinsic motivations rather than just their salaries. Participatory decision making and other forms of employee appreciation are among these methods.

Companies in the Middle East and North Africa invest extensively on their workers' professional growth. There is a lack of detail in training costing, making it ineffective. Training and education in these areas are misaligned with the needs of local businesses (Drine, 2013). The following factors should be taken into account in the future development of human initiatives in the region:

1. First, in order for HR strategy to be in sync with operational goals, HR business planning needs to be in sync with HR strategy. The goal of these measures should be to keep good employees from leaving and to implement measures designed to keep them there.
2. Strategic training and development should aim to enhance the organization's skills and capacities in a way that is consistent with the achievement of quantifiable objectives. Some simple management tactics may also be utilized by these firms such as participative decision making and relationship development between the employer and the employee.
3. An organization's success depends on its people, so it's important to use a methodical recruiting and selection process that prioritizes cultural fit. The focus should not just be on establishing a fit between the personnel and the job criteria.
4. On a larger scale, organizations should also work to make it easier for foreign-born talent to enter the country. This will be useful in luring workers from all over the world. To establish a pool of the some of the top talents from throughout the world..

Forces that Affect HRM, Including the External and Global Environments Applicable to the Management of HR

Both internal and external influences in the corporate environment have an effect on human resource management. Human resource management is affected by the aforementioned aspects. Resource scarcity, rivalry, sway over the external environment, and shifts in the domestic economy are only a few examples.

- **Changes in Economic Environment**

In today's age of globalization, all economies are interconnected, making them vulnerable to the effects of shocks like recession. A circumstance like this tends to bring up parallel states in others. Human resource management (HRM) of the must adjust its current HR policies and tactics in response to the extremely volatile economic

situations, such as the bargaining strength of union members and a greater unemployment rate. If a company's employment rate drops, its workers will have less of an impact in society.

- **Changes in Technology**

Due to technology advancements, the company infrastructure is evolving. To guarantee the greatest levels of productivity and effectiveness in organizational performance, businesses should consider how they may use scientific and technological advances to improve the efficiency and smoothness of personnel procedures. This is crucial for keeping the company's culture open to new ideas and fresh perspectives.

- **Changes in the National Economy**

Compensation, employment, wages, and spending on social support are all affected by fluctuations in economic systems. To maintain efficiency and performance in challenging economic times, many businesses have had to downsize their personnel in recent years (Genç, 2014). Things like unemployment, which already have a negative impact on a country's economic growth, will only get worse as a result.

The Key Features of Environment in which Human Resource Management Operates

The major aspects of the changing environment which include political, economic, social, technical, legislative, and administrative environment impact the human resource management. The effects of these factors on HR administration are the subject of the following discussion. For this, we shall employ a number of tools for assessing the external environment, PESTEL analysis among them being particularly useful.

Political Factors

For political groups in particular, political concerns are important. Any and all MENA government agencies might fall within this category. Policymakers and decision-makers are responsible for human resource management. For the rules and framework to operate for employee growth and development, political considerations must be taken into account as well. These considerations are important for understanding the processes as a whole.

Economic Factors

The economic elements are the ones that primarily decide the salary and the pay intervals along with the accommodations that are granted to employees to meet expenditure of the cost of living, dwelling expenses and corporation risks. These are some of the most crucial aspects that will influence the success of the HR programme or strategy. These considerations are frequently used as determinants of whether or not an organization's HRM is warranted. Interest from people in other nations is influenced by economics as well.

Social Factors

Social variables are the next category, and they have an effect on HRM strategies and programs. The social elements that influence the behavior and demands of employees in a company include work-life balance, employee diversity, skills and competences, qualifications, social power, and

language hurdles. Like the aforementioned criteria, these also play a role in determining the level of motivation among employees.

Technological Legislatives

Adoption of new technologies and the motivation to make better use of IT in order to boost productivity in business are the two main drivers of IT expansion. Equipment, information technology, enhanced mobility, improve coordination, communication and transportation facility, etc., all fall under this category of resources. These considerations affect HR policies and initiatives on the efficient application of technology to boost communication and productivity in the workplace. Workers take satisfaction in contributing to companies that are on the cutting edge of innovation. Organizational development is aided by variables like these.

Institutional Environments

These are the rules, regulation, visions and ethics of an organization. Human resource management strategies and policies, for instance, would be shaped in accordance with the principles of firms that prioritize organizational diversity. Human resource policies and practices should be consistent with the core beliefs and principles upon which a company was founded. Organizations in the MENA area should operate according to the principles and values that promote openness, diversity, and development. These policies and tactics aid a business in developing a competitive advantage on the market and recruiting new talents and keeping the current personnel.

The aforementioned elements are examples of unavoidable external forces. In light of the potential magnitude of the damage that may be caused by the many risks that businesses face, it is crucial for them to develop comprehensive strategies for dealing with these threats. Apart from the elements that are stated above there are some other aspects as well such as the legislative and demographic trends that have an influence on the scheduling and recruiting process of a business.

Relevance of Theories

Theoretical background is important in understanding HRM practices in the MENA region because it provides a framework for analyzing and interpreting the various cultural and economic factors that influence HRM in the region. Theoretical frameworks can help to identify the unique challenges and opportunities that organizations face in the region, and can provide insights into how different HRM practices may be more or less effective in the MENA context. In addition to it, the implication of theoretical frameworks like Modern organization theory, HRM theory, Institutional theory and adoption of models like Maslow Hierarchy will improve the overall operations and functioning of the region and workplace both effectively.

Conclusion

The above research has offered data on the current state of businesses in the MENA area, the variables that have an impact on HRM in these businesses, and some suggestions on how to boost the recruitment and retention rates of workers in the country as a whole. And last, the MENA area

is home to several very prosperous nations, but they are woefully uninformed when it comes to how to put human capital financing plans into action.

Recommendations

Here are a few suggestions that may be put into practice in MENA area organizations based on the findings of the aforementioned study. First, businesses should work on enhancing their internal environments by doing things like boosting their organizational effectiveness, investing in staff training and development, and giving employees more chances to advance in their careers. Additionally, the firms in MENA area should focus on expenditures management for the human resource administration (Barkhordari et.al., 2019). This was also one of the biggest human resource management concerns in MENA area. They are available all around the globe. Training and development programs for current workers in the MENA area are among the most essential things that may enhance HRM in regional businesses.

In this light, it's imperative that businesses assess workers' training requirements in order to boost the standard of their training programs as a whole. In order to obtain a competitive edge, maintain their current talent pool, and recruit new talent, businesses in the MENA area should conduct a thorough evaluation of their workforce's capabilities. It is also important for them to create a Human Capital Master Plan (HCMP) that will ensure the growth of human capital is prioritized at all times. Essentially, businesses in the MENA area should phase in initiatives like employee rewards, training, and strategic HR development (Echdar, 2013).

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