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Research Digest

EXPLORING THE INFLUENCE OF ORGANIZATIONAL STRUCTURE AND ORGANIZATIONAL LEARNING ON INNOVATION

Abeer Alswailem | Dr. Sarah Fraser | 2022

Abstract

Exploring the Influence of Organizational Structure and Organizational Learning on Innovation

Aim: To explore the influence of organizational structure on organizational learning and innovation.

Background: The traditional understanding of organizational structure fails to capture the essence of organizational development in the face of new challenges and demands. Organizations need to increase the speed of decision-making and accelerate the scope and scale of innovation. This led managers and researchers to search for new ways to develop organizations capable of constant anticipation and adaptation to the need for change. Innovations play a vital role in an organization's competitive advantage and substantially influence its performance (Kark, et al., 2020). Leaders might seek flexible organizational structures that capture informal behaviors and interactions and promote engagement with the larger external ecosystem. This is established through building a learning organization that supports growth and innovation and accelerating learning to fuel the talent engine they will need to succeed (Smet, Gagnon & Mygatt, 2021).

Methodology: This research adopts a quantitative method approach. It used a descriptive correlational design. The data was collected through the use of questionnaire surveys to a sample of 146 employees working in Saudi Telecommunication Company (STC).

Findings The findings reinforce the importance of organizational structure on learning and innovation. It showed a significant positive influence of organizational structure on organizational learning. The findings also showed a positive relationship between learning organizations, but not as distinctive as the influence of organizational structure on learning organizations. The results also revealed a positive relationship between organizational structure and innovation but at a lower rate compared to the other two relations.

Conclusions This study has emphasized the importance of organizational structure in fostering a culture that supports the behavior of learning and innovation. Organizations need to cultivate the power of innovation by creating an environment that embraces learning at its core, built with a structure that enables authentically human connection in the workplace.

Key words:

Innovation: “new combinations of knowledge” – explicit knowledge that is – under five main headings: the creation of new products; the creation of new methods of production; the entry into new markets; the introduction of new materials and sources; and the development of new forms of business organization (Schumpeter, 1943).

Organizational structure: refers to how individual and team work within an organization are coordinated (Mintzberg, 1979).

Learning organization is the type of organization that facilitates the learning of its employees so that the organization continuously transforms and responds to the external market changes and the uncertainty of the dynamic global economy (Senge, 1990).

Decentralization: is the type of organizational structure in which decision-making responsibilities is delegated to individuals or units at all levels of an organization, even staff members who are far from headquarters other centers of power (Mintzberg, 1979).

Formalization: the degree to which formal rules, standard policies, and procedures govern decisions and working relationships (Fredrickson, 1986).

Specialization: the degree of differentiation within the organization. It is concerned with the division of labor within the organization and the distribution of duties among positions to which workers have control in conducting those tasks (Pugh, et al., 1968)

Mutual adjustment: is work coordination through informal communication (Mintzberg, 1979).

Literature Review

Mintzberg (1979) argues that a successful organization designs its structure to align with its situation. The simple structure and adhocracy can be classified as an organic structure of high capacity for innovation and adaptation. Peter Senge (1990) outlines the ‘learning organization’ concept. These organizations would be agile, innovative, and highly competitive. Cohen and Levinthal (1990) argue that innovation output depends on the prior accumulation of knowledge that enables innovators to exploit new knowledge. Organizations must innovate to sustain growth, market position, and competitiveness (Schumpeter, 1943).

Objective

- Objective(s) of the research project (limit this section to a few sentences). [1-1 SEP]

- This research aims to investigate how organizational structure influences innovation through [L][SEP]organizational learning based on evidence from STC in Saudi Arabia. [L][SEP]
- One of the most prominent challenges contemporary leaders face is taking innovation practice inside their organizations [L][SEP]
- Previous studies have explored either the influence of organizational structure on innovation, the influence of organizational structure on organizational learning, or how organizational learning influences organizational innovation. [L][SEP]
- This was a gap this study could fill, giving significant importance to this topic.

Methodology

The researcher decided to conduct this research using a quantitative approach through the distribution of surveys to help answer the hypothesis of this research. This method was approached for the convenience of the participants and to receive a wide range of responses from all different levels of the company. The questions of the survey were built based on the information that was collected in the literature review. The questionnaire used a five-point Likert scale measurement from one to five. Likert scale is the most widely used type of rating when measuring people's attitudes. [L][SEP]ANALYSIS AND FINDINGS [L][SEP]The research used descriptive data analysis to provide insights and influential trends that allow linking themes to answer the research questions by converting raw data into meaningful forms that help to understand and interpret the relationship between the variables. The findings of this study show that for [L][SEP] an environment to be conducive to organizational learning must be supported by organizational structure. It showed a significant positive impact of organizational structure on learning organizations. The importance of organizational structure and how the organizational structure defines the way organizations are designed can make a difference to the organization's performance.

Conclusions

Organizational structure has stronger influence to learning than innovation. Organizational structure is a critical aspect of organizational learning and innovation because a good structure can coordinate all the elements within the organization and encourage the generation, transfer, and application of new knowledge, which subsequently foster creating new ideas that lead to innovation. This is established through building learning organization that supports growth and innovation and accelerating learning to fuel the talent engine they will need to succeed.

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Research Digest

GOVERNMENT SUPPORT RECEIVED BY SMALL AND MEDIUM ENTERPRISES IN RIYADH, SAUDI ARABIA DURING THE RECENT COVID-19 PANDEMIC

Aljohara Alsheikh | Dr. Rhea George | 2022

Abstract

The study explores the government support received by Small, and Medium Enterprises (SMEs) in Riyadh, Saudi Arabia, during the Covid-19 pandemic. It looks at the level of awareness from the SMEs' side regarding the government measures available and to what extent SMEs utilized the support. It also aims to explore the most helpful survival techniques employed by SMEs during the Covid-19 pandemic, especially those aided by government support.

A qualitative design was implemented with unstructured interviews and data was analyzed using thematic content analysis. The majority of SMEs are pleased with the level of support provided by the government but declared that the survival of their SMEs was an outcome of not only utilizing government support but also employing additional measures like the digitalization of their businesses and maintaining enough resilience. SMEs state that awareness level of government measures and support initiatives should be enhanced in case of a future crisis.

Since SMEs play a critical role in Vision 2030 and are an integral part of the Saudi economy and because the government support requires additional awareness, the research findings are significant for SME owners, the Saudi government, and the entrepreneurial community in Saudi Arabia. It suggests various survival strategies for future pandemics or crisis events, which will hopefully save SMEs and the government cost and time.

Literature Review

Saudi Arabia's dependence on oil is transforming. Small and Medium Enterprises (SMEs) are gaining more attention because of their contribution to economic growth (Alzahrani, 2018). SMEs are majorly impacted by Covid-19, requiring more support (Beglaryan and Shakhmuradyan, 2020). Sharma (2020) detected the role of government support in giving SMEs the confidence to survive and the opportunity to rethink strategies and gain more resilience.

To recover from Covid-19 and future crises, awareness of government support is essential (Zighan

et al., 2021). Other helpful actions like utilizing technology provide SMEs with the advantage of managing change. SMEs should have the resilience to bear any crises like Covid-19, engage with government support, and employ more technology (Zutshi et al., 2021).

The study aims to assist the government and SMEs in Riyadh, Saudi Arabia, in case of a future pandemic like Covid-19, because of their essential contribution to the economy and Vision 2030. It presents the most beneficial survival approaches for SMEs and increasing awareness of government initiatives and support measures that play a considerable role in SMEs surviving any future crisis.

Methodology

Unstructured interviews were conducted and thematic content analysis was performed to analyze the data while adopting a qualitative research method. The snowball approach played a massive role in connecting the researcher with interviewees. NVivo was utilized as a Computer Assisted Qualitative Data Analysis Software (CAQDAS) to guarantee the best research outcomes.

Analysis and Findings

The significance of government support's role in helping SMEs endure the Covid-19 pandemic is very evident in the findings. SME owners also mention resilience and digitalization as supporting elements in addition to government support as beneficial mechanisms to survive an international crisis. SME owners mention that more awareness of those government initiatives is required to gain the maximum advantage and assist more SMEs, which will benefit the Saudi economy.

Conclusions

The government needs to enable the environment for e-commerce and other digitalization processes by offering incentives for sales channel diversification and providing SMEs with resilience to endure any new situation. SMEs must aim to become more digital to survive the post-pandemic world and future crisis, and the government must offer such tools for them to develop.

Digitalization, resilience, and government support played a considerable role in SMEs' survival. Further research can explore strategies to increase SMEs' resilience and develop web applications that connect SMEs with different government sectors to find announcements, investor information, initiatives, or training programs. The government can also gather information and statistics they need from SMEs through the application, giving the SMEs and government a mutual benefit.



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Research Digest

WHAT IMPACT DOES ORGANISATIONAL CULTURE HAVE ON EMPLOYEES' WILLINGNESS TO ACCEPT CHANGE?

Ghayda Alarifi | Dr. Sarah Fraser |2022

Abstract

This research paper aims to investigate the impact of organizational culture on employees' willingness to accept change. Change is imperative and inevitable in today's dynamic and complex business environment. However, organizational change faces a plethora of barriers or challenges that disrupt the change process and lead to unsuccessful change. Employees' resistance to change is a foremost factor negatively affecting effective change adoption in the organization. In this context, the current research highlights on the role of organizational culture in positively or negatively influencing employees' readiness and willingness to accept change in the organization. The detailed research was undertaken by conducting a survey on 110 employees working in three different business sectors.

Accordingly, findings show that the organisational culture mainly helps in interacting with both customers and employees. Here, again employees have given positive responses as they understood that culture is shaped with both customers and employees. The employees understood that for developing the organisational culture, there is enforcing of major factors. It is set up with employee's practices along with their views. Hence, it is also determined in the study that organisational culture helps to inspire employees' best efforts and can also bring determined actions. The forces of organisational culture bring the set for change management. In the findings, it has been identified that organisational culture is quite significant and employee's willingness is also effective to have change management. There is inclusion of different values and beliefs, shaped with employees concerns. There is positive response over the different variables.

Keywords: Organizational change, organizational culture, employees' willingness, employees' readiness, change management.

Literature review

An organization's culture may be referred to as a corporate decorum that defines the most appropriate and suitable way of behaving in the workplace. The key to a successful organization is following a strong culture that is based on widely shared beliefs and values that support structure

and strategy (Tidd & Bessant, 2020). The four widely known organizational cultures, as identified by Robert Quinn and Kim Cameron, are adhocracy culture, market culture, hierarchy culture and clan culture. Different organizational cultures affect change management differently. There are several dimensions of organizational culture that influence employees and corporations in various ways (Elsbach & Stigliani, 2018). Organizational culture can positively influence the change process or generate inconsistencies leading to unsuccessful change. Employees' readiness to change is a core factor influencing the overall success of organizational change. Employees who are willing to change is unarguably a significant positive trait that enables organizations to prosper in a competitive environment by successfully adopting change.

Objective

- To critically identify the dimensions of organizational culture that enhance readiness to change
- To critically enumerate how organizational culture affects employees' attitudes in the context of organizational change
- To critically establish the effect of organizational values and beliefs as part of organizational culture on change management
- To critically assess the relationship between organizational culture and employees' willingness to change
- To recommend improvements in organizational culture for successful change

Methodology

The research methodology chapter mainly highlights about the research onion with its multiple layers. There is also an analysis of the research approach, philosophy and design, which is adopted by the researcher to complete the paper. Such adoption of tools or methods helps to bring more clear investigations of the research topic in an effective manner. There is also an appropriate selection of data collection processes along with data analysis techniques to develop the study. It allows the researcher in portraying the impact does organisational culture have on employees' willingness to accept change.

In the specific paper, there is conducting of primary quantitative data collection process or survey. The primary data collection process is mainly considered information that the researcher collects. It is taken as a first-hand source of using the methods. The process mainly includes experiments, surveys or interviews (Abdullah & Raman, 2021)



Here, the survey is conducted among the 110 employees working in a few banks, SMEs along with different technology organisations within the Kingdom of Saudi Arabia. In the survey, there will be obtaining of practical experiences of different employees, working within the organisation. It helps in experiencing various changes, which is developed with the change in the organisation's environment. By developing random sampling methods, it can help to avoid all sorts of discriminations. In going through random sampling methods, there is a selection of the employees from the different organisations of Saudi Arabia for conducting the survey. The showing of percentage brings the analysis incorrect techniques for the successful outcome of the research. The researcher has analysed the data for completing the paper. In the research paper, there is the following of ethical considerations by following the rule registered under Data Protection Act 1998.

Analysis and findings

By going through the chapter, it can be understood that organisational change is quite significant. There is development of data analysis with as per the survey results. It helps in bringing the better analysis to the study. It can be evaluated that organisational change is quite significant and effective to have better approaches. Organisational culture gives determined impact on employees' willingness to accept change. The organisational culture is set with employee's willingness, and hence it can be subjected that employees approaches are quite significant to bring right scale of actions. It is accepted by all the responses leaving some. It can be asserted that employee's attitude can help to enhance the readiness to have further changes in organisational culture, The dimension of organisational culture is set over employees' willingness, which brings the substantial changes in an effective manner. The employees setting of desired outcomes are set over willingness. The employees' approaches are set over the organisational environment, which sets the changes.

Conclusions

In the conclusion part, it has been defined that the organisational culture helps to define sharing of values and beliefs and hence it shapes the employees perceptions and behaviours. It brings employees feelings, which is expressed with positive forming of relationship between organisational culture and organisational change management. The study helps to secure with possible changes along with employees commitments in different manner. The study helps to reflect over different aspects in change management and it also includes with employee's wiliness and organisational culture settings. The change management need to meet with right manner and there must be focused on all the factors. There is objective linking from the findings and further there is drawing of recommendations, future scope and research limitations.



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Research Digest

CHALLENGES WOMEN FACE IN LEADERSHIP POSITIONS IN THE GOVERNMENT SECTOR IN SAUDI ARABIA

Haneen Alsahan | Dr. Rhea George | 2022

Abstract

Saudi women leaders used to face a number of social, cultural, and organizational obstacles before the implementation of Vision 2030 in the Kingdom. The goal of this study is to explore the current difficulties experienced by women who hold leadership roles in the Saudi government sector after the reforms launched under Vision 2030. Interviews were conducted with participants to gain an understanding of their perceptions of the prerequisites for leadership success, support, leadership problems, necessary skills, as well as their comprehension and implementation of the Saudi Vision to empower women, among other things. The sample consisted of 24 women leaders. A descriptive-analytical approach was adopted in this study. A significant interdependence was found between the difficulties women encountered in gaining equal chances and their likelihood of holding leadership positions in the government, according to this study. The primary premise is that the more the number of traits and characteristics of leadership a woman possesses, the greater her chances of success in leading and contributing to national progress. An analysis has been conducted to identify the critical challenges faced by women leaders in the government sector. The results show that the recent reforms assist women in fulfilling their societal duties while also protecting their rights to demonstrate their leadership abilities, and thereby making a significant progress for women in leadership positions.

Literature Review

The literature review comprehensively analyses challenges to female leadership. Most of these challenges are organizational, gender stereotypes, and empowering legislation.

- Organization Culture and Behaviors:

According to Abalkhail (2017), women's career progress will be hindered by organizational practices encouraged by deeply entrenched norms of men as accepted leaders.

- Gender stereotypes and discrimination

The gender stereotypes and discrimination can be explained through the social role theory and role congruity theory. The social-role theory posits that men and women occupy specific fields based on gender-stereotypical perspectives. For example, unlike women, men take roles in business,

athletics, engineering and construction, and other occupations that require decisiveness, physical strength, competitiveness, and aggression.

- Empowering legislation:

The family-friendly policy is an empowerment labour law that states all workers (both men and women) should encourage men to take on similar family care roles and unpaid work. In the OECD and G20 states, women continue spending more time on unpaid labour than men (OECD 2020)

Objective

The research aims to explore the challenges facing Saudi female leaders working in the governmental sector. It also assesses the effectiveness of the Vision 2030 and the Saudi government reforms with respect to Saudi female leaders.

Methodology

To have a comprehensive understanding of the changes in obstacles or challenges faced by the Saudi women leaders in the government sector, a qualitative method is used. Because quantitative research methods do not adequately describe aspects of human values, culture, and relationships, this methodological revolution has paved the way for a more interpretative approach. Qualitative researchers allow the phenomenon of interest to unfold naturally and strive to explore, describe, and understand it, as well as delve into the deep, contextual world of interpretations (Cypress, 2015)

Analysis and Findings

This study results presented evidence on how the challenges Saudi women used to face has changed since the implementation of The National Transformation Plan and are now similar to the challenges women leaders face globally. The findings show that the current challenges facing women leaders working in the government sector are gender stereotypes and discrimination, followed by limitations and a lack of authority and trust. Furthermore, women leaders point out to mentoring, family support, and sponsorship as factors that helped them to achieve a leadership positions. The findings also suggest that the work environment is not particularly supportive of women leaders in the government sector and the HR function in the government sector is underutilized.

Conclusions

The findings of this study indicate that despite their advanced education, extensive work experience, and readiness to assume leadership roles in their organizations, women leaders in Saudi Arabia face a number of barriers that limit their effectiveness as leaders and prevent them from reaching their full potential. The most prominent challenges Saudi female leaders face are gender stereotypes and discrimination, followed by limitations and a lack of authority and trust.



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Furthermore, the outcomes of the research highlighted the need for improving human resource functions in the government sector as well as government organization behaviour.

Research Digest

TALENT MANAGEMENT STRATEGIES IMPACT ON THE RETENTION OF MILLENNIALS AND GEN Z EMPLOYEES

Rimah Al Shehri | Dr. Sarah Fraser | 2022

Abstract

The study focused on providing an inclusive image of talent management strategies impact on the retention of Millennials and Generation Z employees in Al Rajhi Bank. Most of the scholarly articles focus on the reasons why Millennials and Gen Z employees leave organizations. However, there are not enough literature on methods and practices to improve Millennial and Gen Z employees' retention rate. The sub-objectives of this study were discovering the impact of established talent management strategies, employer branding, reward system efficiency, ease of internal transfer or job rotations, the existence of leadership programs, career development paths and continuous training on the retention rate of millennials and Gen Z employees in Al Rajhi Bank. The study adopted a descriptive design, the data was collected through primary and secondary data sources. The primary methods are questionnaires, interview, and document review. The targeted audience for the questionnaire were a 100 employee in Al Rajhi Bank between the ages of 21-41, that joined the bank in the last couple of years in Treasury, Finance, HR, Corporate banking, Credit and Risk department. The results are that training and development in general, has the greatest impact of all talent management strategies on the retention of Millennials and Gen Z employees, moreover, employer branding has a positive impact on the retention of the employees as well as reward systems, and job rotations. The study recommends updating talent management strategies annually, creating tailored training programs rather than mass training, creating peer mentorship programs, providing equity-based intensives for top talents. And lastly, participation in career and students' fairs.

Key words: Talent Management, Millennials, Generation Z, Employer Branding, Leadership Development, Reward System, Training.

Literature review

With Generation Z recently entering the workforce in 2017 and the workforce being more diverse than ever (Dwivedula et al., 2019), Parry and Urwin, (2010) argues that to differentiate generations we need a deeper look, it is not the shared birth year that makes the difference, rather, it is the demographics, locations, and gender. Which also agrees with the findings of Lyons and Kuron, (2014). Top talents are more likely to become the organization leaders, moreover, turnover of these talents can have a significant impact on the organization's overall performance (Allen et al, 2010).

One key strategy to retain top talents, especially with new generations who have easy access to the internet, i.e., competitors, is employer branding. Employer branding is the organization's effort to communicate what makes it a good place to work to both the outside and inside (Ambler and Barrow, 1996). Scott et al., (2012) argues that it is important to keep top talents informed about their development and promotion prospects and management should have systems in place for the development and succession planning of talents for each position. Another successful strategy is leadership development and training, according to Li et al., (2005) it contributes positively on the organization's brand, by creating an image that they foster talents and empower them. It also increases retention rate for the selected participants.

Objective

The main objective of this paper is to explore the relationship between talent management strategies and the retention of Millennials and Gen Z employees in Al Rajhi Bank, this objective was broken down to sub-objectives which will establish the three questions below:

- Discovering thy impact of established talent management strategies and employer branding on attracting and maintaining Millennials and Gen Z employees. [SEP]
- Establishing the impact of reward system efficiency and the ease of internal transfer or job rotations on the retention rate of Millennials and Gen Z employees. [SEP]
- Exploring the impact of the existence of leadership programs and career development paths and continuous training on the retention rate of Millennials and Gen Z employees. [SEP]

Methodology

The study adopted a descriptive design, and mixed data collection methods, survey, interview, and document review. The targeted population of this study was Al Rajhi Bank employees between the age of 20 and 41 years. The employees were categorized as Millennials (Gen Y) (26 – 41 years) and Generation Z (20 – 25 years). Who joined the Bank in the last two years in the most dynamic departments in the HO (Finance, Corporate Banking, Treasury, HR, Credit & Risk). Moreover, an interview was done with the senior director of ARB Academy.

Analysis and findings

The findings for the first sub-question from the questionnaire and interview are positive, which indicates that Al Rajhi Bank has a relatively strong talent management and employer branding strategies.

In regard to performance and reward system efficiency, the responses to the related questions in the questionnaire indicates a fair systematic way followed in the bank to measure performance and based on it the rewards. On the other hand, the findings indicates that job rotations and internal

transfer does not have the same impact as the other TM strategies. The findings about questions related to training and development proves that development programs and training has the greatest impact among the other TM strategies.

Conclusions

The study concludes that talent management strategies and employer branding, efficiency of promotion and reward system, as well as ease of internal transfer and job rotations, and availability of leadership programs, career path development and continuous training have a significantly positive impact on retention of Millennials and Gen Z employees in organizations. The study recommends organizations to revise and update the TM strategies annually, to create tailored leadership programs, to adopt individual training rather than mass training, to create peer mentorship program, to offer equity-based incentives, to embrace non-monetary rewards, and to participate effectively in career and students' fairs.

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Research Digest

THE ROLE OF HUMAN RESOURCE ANALYTICS IN EMPLOYEE EVALUATION PERFORMANCE IN TELECOM COMPANIES IN RIYADH

Wejdan Mansour AlBalawi | Dr. Sarah Fraser | 2022

Abstract

Human resource analytics is an increasingly important area in the current business environment. HR professionals and data analysts collaborate to develop a complete view of HR data and conduct appropriate analyses to help the organization make effective decisions. Elements of human resource analytics can be used to enhance an organization's ability to adapt to changes and implement appropriate strategies. Furthermore, how to use big data and HR analytics was discussed, and the challenges facing using data analytics in HR were discussed. The study examined the implications of the shift in the role of human resources resulting from human resource analyses using a questionnaire-based, mixed approach in telecom companies in Riyadh. Based on the study results, many technical and human barriers operating with core HR systems and processes and poor data quality hinder the adoption of advanced HR analytics.

Literature review

In recent decades, the rise of digitization has had a significant impact on the world. The pandemic and remote work culture have influenced digital transformation in human resource management. Understanding how HR decisions impact business success is critical, as is using data instead of gut feelings. HR analytics can help companies improve work process performance (Qureshi, 2020). Employee performance reviews aim to assess each employee's value to the company. Performance against goals determines organizational success (Islam and Rasad, 2005). HR analytics can help with strategic workforce planning, According to (Momin and Mishra, 2015). HR Analytics allows organizations to stay ahead of their competitors by analyzing their human resources.

Objective

Aiming to close the gaps identified above, the first objective of this study is to investigate the relationship between human resource analytics and employee performance evaluation and to make suggestions and recommendations in this area, as well as to make suggestions and recommendations in other areas. Secondly, the impact of human resource analytics on job satisfaction and the overall employee experience in the organization's sample must be determined. Human resource analytics' effectiveness in terms of human resource performance indicators is the third objective. The final objective is to investigate the challenges that telecom companies face

when implementing HR analytics in their organizations' operations.

Methodology

The literature review led to the decision to conduct mixed-method research using both quantitative and qualitative methods to collect data. The mixed-method approach was used to gain new insights into human resource analytics, ask new questions, and investigate usage and challenges in telecommunications companies. By combining qualitative and quantitative approaches, researchers can gain a deeper understanding of the research problem (Creswell, 2014). It is a mixed-methods study with a strong quantitative and qualitative component. According to (Almalki, 2016), a mixed-methods approach gives researchers more research options and thus flexibility. Next is research design. Data will answer the research question. The goal of this thesis is to gain a comprehensive understanding of human resource analytics and how they are used in the case company.

Analysis and Findings

The study found that human resource analyses significantly impact employee performance evaluation. The study found a link between HR analysis and performance evaluation accuracy and that more HR analysis leads to better decisions and employee confidence. Moreover, human resource analyses indicate job satisfaction and experience the more evaluations based on analysis, the better the decisions and the employee confidence. The survey results show that employees who work for companies that use human resource analytics are happy because it accurately identifies their training needs and helps them develop their professional skills. The employee is included in the sample.

Conclusions

This study aims to examine the role of HR analytics in evaluating employee performance in Saudi telecom firms. This study seeks to answer relevant research questions about the importance of human resource analytics in the telecom industry. "What is the issue?" is the research's problem statement. Is HR analytics useful in evaluating Riyadh Telecom's performance? The first sub-question examines the hypothetical company's relationship between HR analytics and employee performance evaluations. The second sub-question examines the impact of human resource analysis on employee satisfaction, engagement, and loyalty. The third sub-question examines the impact of HRM on KPIs (KPIs). Finally, the fourth sub-question examines the case's challenges in implementing HR analytics and presents findings and recommendations.



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Research Digest

BENEFITS REALISATION MANAGEMENT IN KSA AND ITS INFLUENCE ON PROJECT SUCCESS AND ON THE EXECUTION OF BUSINESS STRATEGIES.

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Industry: Elm | 2022

Abstract

This research investigates Benefits realization Management (BRM) in Saudi Arabia (KSA, hereafter) and its influence on project success and on the execution of business strategies. It illustrates that BRM is now widely known as a critical component of the project, programme, and portfolio management. Also, this study draws attention to the successful practices in BRM and how to be more transparent in providing clear information regarding BRM on government websites.

Moreover, the main purpose of this research is to identify the perceived enablers and barriers to BRM in formulating target benefits: a cross-sectional study from a select use case in Saudi Arabia. To carry out this research, secondary data was collected by analyzing ten ministries' websites in Saudi Arabia following the seven dimensions model: budget goals, schedule goals, required outputs, undesired outcomes, expected outcomes, return on investment, and business case. Assessing each ministry was based on the depth of the information provided on their websites regarding the dimensions. The transparency was rated in terms of transparency level from high, which means they reported BRM practices on their websites; medium clarifies that the ministries reported some of their practices, to low which means they shared superficial information to the public. The result shows that KSA ministries lack transparency and implementing BRM has not been done successfully since it is a new concept to the market. To successfully implement BRM, the practices should be reported and updated regularly. In conclusion, having a clear framework to measure BRM is crucial to successful implementation and to ensure benefits achievement based on three elements of benefits value component, criteria, and metrics of each benefit value as provided by (Porter & Teisberg, 2006).

Keywords: Benefit Realization Management, Successful Practices, Transparency, Government, Measurement, Stakeholder.

Literature Review

- The existing research suggests three aspects that companies should focus on to develop a more mature BRM practice: Sustaining benefits, Identifying benefits, and Using soft metrics to measure benefits Böðvardsdóttir (2018).
- The connection that BRM has with project success, particularly on dimensions related to the conception of value for the company, implying BRM methods as crucial contributors to the effective execution approaches, and imply that a benefits management strategy incorporated into the organizational governance processes allows businesses to strengthen their capacity to identify and monitor their critical success factors Serra et al.,(2015).
- It was found out that the most effective model to measure BRM was a model created in 2015 by Serra and Kunc called the seven dimensions which are budget goals, schedule goals, required outputs, undesired outcomes, expected outcomes, return on investment, and business case.

Objective

The ultimate objectives of this study are to identify the barriers and the enablers of BRM in KSA as well as to research the successful practices that have been implemented to identify, sustain, and maximize benefits after initiating projects.

Methodology

The research carries out a secondary analysis since Hinds et al., in 1997, mentioned that secondary qualitative data analysis utilizes existing data to find solutions to research topics that are not addressed in the original study (Hinds et al., 1997). So, we analyse the ten ministries in the Kingdom and emphasizing their website information related to BRM using the seven dimensions mentioned earlier in the literature review as guidance to look at the level of the website transparency. Also, measuring the transparency of each ministry depends on the depth of the information provided on their websites. For example, if the ministry includes all the data related to the seven dimensions, then it will be counted as high transparency; medium transparency, if the ministry includes information but not in detail, and if the website only shows superficial information, it will be counted as low transparency.

Analysis and Findings

As mentioned before in the seven dimensions by Serra and Kunc in 2015, every entity, whether private or under the government sector, should align its strategic goals with its budget goals to realize benefits from initiatives. The result demonstrates that the Ministry of Finance and the Ministry of Human resources and social development have the highest level of transparency among the other ministries. Only two out of ten ministries are transparent in providing information about benefits realization. However, 2030 vision initiatives are required from all Saudi Arabia ministries to achieve the Kingdom's goals. Yet, the BRM practices are not utilized in a successful procedure



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since the ministries' levels of knowledge in terms of benefits realization practices differ from one another.

Conclusions

According to the existing literature, significant government programs and initiatives are still evaluated on their performance in terms of cost, quality, and delivery date rather than on the benefits or value they have provided. Even though benefits realization is becoming one of the strategies for assisting organizations in managing the whole life cycle of programs and projects, there is currently no indication of any of the methods being successfully implemented in the public sector in Saudi Arabia.

Research Digest

A QUALITATIVE INVESTIGATION ON THE ENABLERS AND BARRIERS TO CREATION OF SOCIAL VALUE IN SAUDI ARABIA

Alhanouf Ali Almehaidib, Majjd Dhafer Alqahtani, Norah Ghazi Alruqi, Raghad Abdullah Alomar, Rehab Mohammed Alrowis | Dr. Rajaa Clouse | Industry: Ford | 2022

Abstract

The purpose of this research study is to examine how social value is created in Saudi Arabia by investigating the perceptions of social entrepreneurs and beneficiaries of social entrepreneurial projects. This research study aims to narrow the scope of the study by focusing on determining the effect of cultural and social awareness on social value creation, on determining the effect of the education system on social value creation, and on determining the effect of government policies on social value creation in Saudi Arabia.

The research aims to contribute to the understanding of how social value is created in Saudi Arabia. The methodology used to conduct the study is a qualitative research approach by way of, conducting interviews as an appropriate and efficient method to collect data since we aspire through this research to reach answers from the social entrepreneurs and the beneficiaries of social value. The interpretation of the findings of this research covers five areas: social entrepreneurs and cultural and social awareness, social entrepreneurs and government policies, social entrepreneurs and education system, the beneficiaries and cultural and social awareness, and the beneficiaries and education system. This interpretation of the findings presents the conclusions from our primary and secondary interview questions. The findings of the research questions are based on the thematic analysis tool. When thinking about social value creation, we believe, it helps us learn more about entrepreneurship and challenges the notion that economic progress is the only thing that counts as it helps to raise the public's awareness and make people more aware of social changes and accept differences in their society. Furthermore, social entrepreneurs will affect the creation of social value in Saudi Arabia's society, focusing on strengthening government policies and enhancing the educational system; the authorities must work more on producing social value via their curriculum.

Keywords: (Cultural and Social Awareness, Government Policies, Education System, Social Value creation, Social Entrepreneurship, Social Entrepreneurs and Beneficiaries).



Literature Review

This study contributes to social value studies because the concept of social value creation is not completely understood (Dees, 2001). The Kingdom of Saudi Arabia is also facing a great lack in literature about social value and how to create it (Nieva, 2015). Therefore, several factors contribute to the literature gap, since it is difficult to comprehend and quantify the qualitative nature of social value (Graff, 2005). Additionally, social entrepreneurship by far is the most important type of entrepreneurship in enabling citizens to play an active role alongside the government in solving social issues. Social entrepreneurs are those who provide and develop innovative solutions to social problems through entrepreneurial activity (Desa, 2012). Social entrepreneurship addresses complex social issues and meets social needs (Rahdari et al., 2016). Furthermore, social entrepreneurs prioritize social value over commercial value (Dees, 1998) because they are involved in addressing social problems and creating social value (Campin et al., 2013). They can help solve the larger social problems in developing and developed nations (Alvord et al., 2004). Social entrepreneurs create social values, which are one of the most powerful things that societies build and one of the most significant links that unite members of society, ensuring the stability and prosperity of societies. Moreover, the creation of social value will have a positive impact on any society (Brieger et al., 2019). Apart from economic value, it is essential to create social value for society (Kroeger and Weber, 2014) to address many socioeconomic concerns such as creating new jobs and vocations, reducing unemployment, and maximizing the use of resources.

Objective

The study aims to examine the concept of social value creation among a selected sample of social entrepreneurs and the beneficiaries of social value in Saudi Arabia. This research study is designed to investigate how to create social value in Saudi Arabia and to identify the effect of cultural and social awareness on social value creation. In addition, attention is also paid to determining the effect of the education system on social value creation and to clarifying the effect of the government policies on the social value creation in Saudi Arabia.

Methodology

This study seeks to address the following question: How is social value created in Saudi Arabia? A qualitative method was used to answer the research question. As a result, conducting interviews was the most appropriate and effective approach to collect data because we desire to obtain responses from the concerned individuals through this research. This is because the outcomes of this research are to understand the influence of social value on culture and society, the barriers to government policies that affect the formation of social value, and how social value improves the education system. The participants of this research study are six people, three social entrepreneurs



and three beneficiaries of social value. The qualitative approach used in this study gives a full account of the phenomena, with the location and persons acting as data since it answers the ‘why and how’ questions.

Analysis and Findings

This interpretation of the findings of this research is covering five areas: (i) social entrepreneurs and cultural and social awareness, (ii) social entrepreneurs and government policies, (iii) social entrepreneurs and education system, (iv) the beneficiaries and cultural and social awareness, and (v) the beneficiaries and education system. The method of thematic analysis and the interview questions illustrated the research questions, their variables, the plans created to address the research questions, and finally, the findings from these analyses. After coding and doing the thematic analysis, a description of the dataset’s identified themes was generated. The data analysis, however, was not completed in a single cycle; it necessitated frequent back and forth between the data set. Furthermore, writing, altering, and rejecting have been an integral part of the study since the first phase of topic analysis. Our findings indicate that when there is government support, the creation of social value will increase. The findings show that Saudi social entrepreneurs view their environment as unfavourable to social entrepreneurship. The findings also explained how the Saudi education system needs social value and social entrepreneurship. We show that within social value creation, cultural and social awareness will be raised. The findings of this thesis can be useful not only for researchers but also for policymakers and practitioners seeking to improve the environment for social entrepreneurship in similar countries.

Conclusions

Every society has different social values and creating social value is not easy as it depends heavily on social entrepreneurs. We believe that thinking about social value creation helps us to learn more about entrepreneurship and challenges the idea that economic development is the only thing that matters. There are some recommendations that will affect the social value creation in Saudi Arabia society. For instance, the government should increase the awareness of entrepreneurs on social value creation, society must raise awareness of itself through workshops and courses on the importance of social values, Besides, the educational authorities must work more on creating social value through their curricula.



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Research Digest

PERCEIVED VALUE OF BELONGING TO AN INNOVATION ECOSYSTEM SOCIETY AND ITS RELATION TO THE INTENTION TO INNOVATE: A USE CASE OF AN INNOVATION ECOSYSTEM SOCIETY IN SAUDI ARABIA

Ghadah Alsohaim, Esraa Younis, Reem Almutlaq, Reem Alqadheeb | Dr. Rajáa Clouse |
Industry: Innovation Ecosystem Society | 2022

Abstract

The purpose of this study was to assess the value members of the Innovation Ecosystem Society (IES) perceive from being a member of IES. Furthermore, the study extends the assessment of perceived value by investigation its relation to the intention of members to innovate. This study used a sample of participants from IES, a professional society under the auspice of Waéd (Saudi Aramco). This study employed a quantitative methodology approach. A web-based survey was developed as a data collection method. The survey questions were re-compiled from two relevant and valid instruments published in the literature. Data analysis revealed that belonging to IES as perceived by its members resulted in the identification of three perceived value factors: personal value, recognition by others, and professional practice. In addition, the exploratory data analysis indicated that there is a moderate positive relationship between perceived value and the intention to innovate. These findings are consistent with the literature on perceived value which suggest that the perceived value is a multi-dimensional construct and the literature on innovation which suggest that improving existing innovations and creating future innovations may depend on individual adoption and belonging behaviour. This study recommends IES to use the findings for marketing purposes to achieve its vision of; building a thriving and long-term ecosystem that connects innovators, inventors, mentors, and entrepreneurs from various stakeholders, industry sectors, and geographies.

Keywords: Innovation, Innovation Ecosystem, Innovation Ecosystem Society, Perceived Value, Intention, Saudi Arabia.

Literature review

Many scholars developed a set of definitions and concepts of innovation ecosystems with various titles and, in some cases, with different meanings and purposes. Aranca (2014) mentioned that the innovation ecosystem in Saudi Arabia has continued to increase as the country continues to capitalize on innovation. However, there is a need to focus more on the innovation ecosystem in Saudi Arabia because, despite the tremendous efforts, there are still gaps (Glackin, 2022). The

literature on perceived value introduced two concepts. First, the uni-dimensional construct, perception of what is received and supplied. Second, the multi-dimensional construct, which suggest that perceived value contains a variety of concepts. The concept of intention has been explained in neuroscientific research and cognitive studies. For instance, the concept of intention has long played a significant role in the psychological analysis of human behavior.

Objective

The study aimed to accomplish the following objectives:

1. Investigate the perception of IES members on various perceived value statements to assess which predominant value statements the membership agrees on.
2. Provide IES with a set of perceived values of belonging to its membership that will enable the ecosystem society to evaluate such perceived values against their vision and adjust their strategic goals accordingly. [SEP]
3. Recommend practical approaches on how IES could best leverage the perceived importance of belonging to an ecosystem society. [SEP]
4. Investigate the relation between the perceived value of belonging to IES and the intention of its members to innovate. [SEP]

Methodology

This study employed a quantitative methodology approach. A web-based survey was developed as a data collection method. The survey questions were compiled based on two reliable surveys retrieved from peer reviewed literature.: (i) the Perceived Value of Certification Tool (PVCT), and (ii) the Entrepreneurial Intention Questionnaire (EIQ). Ethical consideration, face validity and content validity, and pilot study are steps that were undertaken to ensure the ethical norms and validity of the survey. The data analysis plan was to utilise SPSS to carry out the analysis process to answer the research questions.

Analysis and findings

Using SPSS, we conducted a one Sample Wilcoxon Signed-Rank test for each value statement under the perceived value construct to test our null hypothesis and a Spearman's Correlation to explore the relationship between perceived value and intention constructs. The data analysis revealed that belonging to IES as perceived by IES members resulted in the identification of three



value factors: personal value, recognition by others, and professional practice. In addition, the exploratory data analysis indicated that there is a moderate positive relationship between perceived value and intention.

Conclusion

The findings of this study are consistent with the literature on perceived value which suggest that the perceived value is a multi-dimensional construct. The findings also align with the literature on innovation which suggest that improving existing innovations and creating future innovations may depend on individual adoption and belonging behaviour. This study recommends IES to use the findings for marketing purposes to achieve its vision of; building a thriving and long-term ecosystem that connects innovators, inventors, mentors, and entrepreneurs from various stakeholders, industry sectors, and geographies. Also, this study recommends IES to focus on factors such as recognition by others and professional value to increase the possibility of its members to innovate.

Research Digest

EVALUATION OF PERCEPTION AND EXECUTION OF CURRENT PRODUCT KEYSS OFFRINGS.

AlAnoud AlRashidi, Hanouf AlAtiq, Kholoud AlJaloud, Mashael AlNowaiser | Dr. Sarah Fraser | Industry: Keyss | 2022

Abstract

Evaluation of present product offers in terms of perception and execution to understand the factors that impact, encourage, and incentivise schools and colleges to acquire products. How may this be improved through messages? What modifications may be made to the product and its marketing to increase consumer satisfaction? The qualitative research design was used in this paper because it helps in drawing an accurate and conclusive conclusion. It entails the collection and evaluation of non-numerical data. In addition, the descriptive method was chosen since it is useful for analysing qualitative data and drawing conclusions. Despite the need for more studies to determine the underlying processes, our findings show that Kyess is at a more embryonic developmental stage than previously believed. Understanding the stage of an industry may assist investors in evaluating the valuations, risks, economics, and competitive dynamics shown by specific firms. The idea, feasibility, verification, demonstration, and commercialization define the embryonic stage. In addition, our findings indicate a need to educate students and non-governmental organisations about Keyss and the services they provide, as we discovered a lack of brand awareness among both groups. In the last chapter, we give the findings gained from the interviews and discussions' analytical results. When we explored this for this study with the stakeholders and spoke with Keyss and the NGOs, it became evident that the organisation was at a more nascent stage than suggested by the initial inquiry. The embryonic stage is also known as the starting point; a new small firm must begin its development at the embryonic stage. Then, we provide Keyss Company with our recommendations for improvement and expansion to the next level, as well as recommended messaging taglines.

key terms/keywords for your research: Entrepreneurship, Marketing, Education, Career path, Innovation, Communication.

Literature Review

In the field of entrepreneurship, we must research a wide range of issues in order to gain a full awareness of the environment that has an impact on the organization's mission, vision, and values. Whether in for-profit or non-profit organisations that serve students and communities, social innovation is important to their success. Tradition-driven innovation could lead to the discovery

of entrepreneurial education and how it can help the country's economy in the long run by giving people the best choice in the organization's goods and teaching them how to improve them by using a well-thought-out strategy to boost sales.

Objective

- What drives our target audience (schools and universities) to buy our products? And how can we improve our messaging? ^[L]_[SEP]
- What could we do to improve our current product and messaging to increase consumer satisfaction and repeat sales? ^[L]_[SEP]

Methodology

Interview questions were designed in such a way that they covered all aspects of the research questions in order to answer them. The interview was then conducted to collect data from the research participants. The responses (data) of the research participants were gathered. Following the collection of responses from research participants, screening was carried out in order to eliminate responses that contained errors. The data was then analysed using NVIVO, which allowed us to investigate the pattern of the data and draw conclusive evidence from it. The results of the data analysis were used to answer the research questions. ^[L]_[SEP]

Analysis and Findings

Although more research is needed to identify the underlying mechanisms, our findings indicate that Keyss is at a more embryonic stage of development than originally thought. Understanding what stage an industry is in can help investors assess the valuations, risks, economics, and competitive forces seen in individual companies. The embryonic stage can be characterised by the idea, feasibility, verification, demonstration, and commercialisation. Additionally, our findings suggest a need to sensitise students and the non-governmental organisation about Keyss and what they provide because we found a lack of brand awareness about the programme among both. ^[L]_[SEP]

Conclusions

In the last chapter, we present the conclusions drawn from the analysis results of the interviews and discussions. When we investigated this for this study with the stakeholders and talked to Keyss and the NGOs, it became clear that the organisation was at a more embryonic stage than the ^[L]_[SEP]original question indicated. The embryonic stage is also referred to as the starting point; a new small business must start from a beginning point of development. Then, we give Keyss Company our suggestions for how to improve and grow to the next level, along with suggested messaging taglines.

Research Digest

BARRIERS TO SCALING SOCIAL INNOVATION IN THE SOCIAL ENTREPRENEURSHIP CONTEXT AMONG YOUTH IN SAUDI ARABIA

Arwa Alyousef, Dalal Shabib, Banan Aljohany, Bayan Rasheed, Hadeel Alawaji | Dr. Rajáa Clouse | Industry: Keyss | 2022

Abstract

Social innovation has a role in economic growth and country development, and it is a path to systemic change. A variable crucial to the analysis of social innovation is scalability and, in particular, investigating the conditions to scalability. Understanding the barriers to scaling up social innovation can unlock future actions to create pathways to evolve social innovation practices. This research aims to investigate and identify the predominant barriers to scaling social innovation among youth in Saudi Arabia. Understanding and investigating the barriers will facilitate the path to allocating and positioning resources to serve social innovators in Saudi Arabia. Our research objectives are to support social entrepreneurs in Saudi Arabia to leverage the enablers and minimise the barriers to scaling their enterprises; to assess the awareness of the barriers to scaling social innovation among youth; to exchange the knowledge of the social innovation ecosystem in Saudi Arabia.

We adopted an exploratory research design. Whereby our study is a sequential mixed method study starting with a quantitative “survey” followed by qualitative “semi-structured interviews”.

The findings reveal that out of 27 identified barriers, only ten were assessed as predominant barriers to spreading social innovation in Saudi Arabia, falling under politically, economically, and technologically perspectives. The reasons behind barriers’ occurrences are the need for financing tools, leadership skills, entrepreneurial personality, structured policies, measuring social innovation practices, data accessibility, self-efficacy in social entrepreneurship, persuasion skills in social investing, and communication skills.

Scholars recommend encouraging people or organisations to strive for solutions that serve their interests and benefit the public’s interests. Additionally, throughout social innovation scaling, partnerships are necessary, and they must share the same values and goals. According to these research findings, some recommendations are expanding awareness to raise confidence in social innovation projects and diversifying sources of financing solutions for entrepreneurship projects. Some recommendations for future research are that studying the interconnections between political, economic, and technical barriers will help further develop our understanding of how

social enterprises work; and analyse the social entrepreneurship ecosystem and partnership strategies.

Keywords: Social Innovation, Social Entrepreneurship, Diffusion of Innovation, Scaling of Social Innovation, Barriers to Scaling Social Innovation

Literature review

We searched the scholarly literature, books, peer-reviewed articles and case studies on these four themes: (i) innovation and social innovation; (ii) adoption of innovation; (iii) scaling up social innovation; (iv) barriers to scaling social innovation. Social innovations are novel and valuable solutions that address societal issues with greater effectiveness, efficiency, and sustainability than pre-existing approaches (Phills et al., 2008). Understanding social innovation needs will facilitate the process of social innovation and contribute to the growing economy and flourishing ecosystem (Audretsch et al., 2021). The used theory is the Diffusion of Innovations Theory by Rogers, and diffusion is how innovation is conveyed to participants in a social system over time through specific routes (Rogers, 2010). The diffusion of innovation contains five stages, knowledge, persuasion, decision, implementation, and confirmation (Buckland & Murillo, 2013).

Resources to gather the barriers were related to scaling social innovation, barriers to scaling and social enterprise growth, collected from different publications between 2009 to 2020. The total count of predominant barriers revealed from the literature review is 27. We categorised them using four perspectives: Political, Economic, Sociocultural, and Technological (PEST). The barriers to scaling social innovation were conducted globally in countries from different regions. Nevertheless, this topic in Saudi Arabia is still under-researched. According to Al-Shaaban et al., (2013), social entrepreneurship is one of the emerging fields in Saudi Arabia, and some challenges could be identified within the region. Understanding that some global barriers to the spread of social entrepreneurship are not considered barriers within Saudi Arabia is a strength for the country as knowledge and clarity can help clear up misconceptions and enable decision-makers to address them (Al-Shaaban et al., 2013). Therefore, the research team take the lead in investigating barriers to scaling social innovation in Saudi Arabia.

Objective

This research aims to identify and analyse the predominant barriers to scaling social innovation among youth in Saudi Arabia. The research team endeavours to achieve the following objectives:

- To support social entrepreneurs in Saudi Arabia to leverage the enablers and minimise the barriers to scaling their enterprises.
- To assess the awareness of the barriers to scaling social innovation among Saudi youth.^{[1][2]}

- To exchange the knowledge of the social innovation ecosystem in Saudi Arabia among youth.

Methodology

The research team seeks to answer the following overarching research questions:

^[1]_{SEP} 1. What are the predominant barriers to spreading social innovation among youth in Saudi Arabia?^[1]_{SEP}

2. Why are these barriers hindering the spreading of social innovation in Saudi Arabia among youth?^[1]_{SEP}

The adopted research methodology is a sequential approach of mixed methods, whereby the finding from the quantitative analysis feeds the qualitative approach to enrich the data collection and answer both research questions. We compiled the barriers to scaling social innovation from the literature review globally involves a completed series of 11 resources from books, peer-reviewed articles and qualitative case studies related to scaling social innovation, barriers to scaling, and social enterprise growth from different publications. Then we enlisted them in a questionnaire as statements. Participants assigned their perceived level of agreement using 5 points Likert scale.

Following the data collection, the research team extracted the predominant barriers from the quantitative analysis based on the agreed perception of the participants and then proceeded to conduct the qualitative analysis using semi-structured interviews with two Saudi social entrepreneurs to investigate the reasons behind the barriers.

Analysis and findings

Quantitatively, ten out of the 27 barriers were considered predominant barriers in Saudi Arabia. In contrast, the rest of the barriers did not receive a level agreement by the participants to consider them as obstacles that counter youth in Saudi Arabia. Those predominant barriers are subconstructs from political, economic, and technological categories of barriers.

The qualitative analysis revealed the reasons behind barriers occurrence. Reasons included the following: (i) the need for financing tools, (ii) leadership skills and entrepreneurial personality; (iii) the need for structuring policies, (iv) measuring the social innovation practices and data accessibility; (v) the need for self-efficacy in social entrepreneurship, (vi) persuasion skills in social investing, and communication skills. Among the reasons behind the predominant barriers are the need for persuasion skills and social entrepreneurship's entrepreneurial personality. Referring to the theory of innovation diffusion by Everett Rogers in 1962, the initial two stages

are knowledge and persuasion (Buckland & Murillo, 2013). Thus, this highlights the need for knowledge and persuasion during the scaling process for social innovation practices.

Conclusions

This research attempted to discover the barriers that hinder the scaling of social innovation. The research results show that the most significant barriers to spreading social innovation in Saudi Arabia fall under the three perspectives: political, economic, and technological.

For scaling, some scholars recommend encouraging people or organisations to strive for solutions that serve their interests and benefit the public's interests. Additionally, partnerships are necessary during the social innovation scaling process. Policymakers or managers must support implementing social innovation practices widely and replicating beyond the niche where it was developed (de Souza João-Roland & Granados, 2020). We conclude this study by offering some recommendations for further research based on the research findings:

- Studying the interconnections between political, economic, and technical barriers will help further develop our understanding of how social enterprises work.
- Analysis of social entrepreneurship ecosystem and partnership strategies.^{[1][SEP]}
- The ethics of partnerships in social entrepreneurship.^{[1][SEP]}
- Understanding social capital and its role in influencing social entrepreneurship.
- Determining the relative impact of different barriers on commercial, social, and environmental performance.



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Research Digest

BEST PRACTICES IN BUSINESS INCUBATORS

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Industry: PNU Entrepreneurship Centre | 2022

Abstract

Business incubators encourage entrepreneurs to start their own businesses and assist them in developing creative and new goods or services. Saudi business incubators are an integral part of the Vision 2030 in the entrepreneurship sector. The research aims to answer the following questions 1) What are the best practices followed by local and international incubators 2) What are the performance factors of successful incubators 3) Identify best practices that can be adopted by PNU Entrepreneurship Centre. The project goal is to support the client with the Centre's development. We conducted market research and interviews with leading incubators in Saudi Arabia. The preliminary findings using the thematic content analysis (TCA) tool show the identification of best practices followed by local and international incubators. We conducted personal interviews with two local incubators in Saudi Arabia which follow best practices that included adopting start-ups and providing them with grants, investment ecosystem, local and international exposure, training, logistic support, office space, services from their partners while being in the incubation process and after graduating from the incubation programs. Based on that we recommend our client to build a competitive advantage by providing start-up grants and external sources of finance, reduce restrictions on using social media channels and applications by rectifying and amending the internal rules and policies, build a solid screening and selection process through conducting focus group sessions, and provides start-ups with the support on building and developing their business model.

Literature review

According to Obaiji et al. (2015) business incubation is a program that aims to keep young entrepreneurial enterprises warm and secure by providing a variety of support services until they are strong and mature enough to leave the incubator and thrive on their own. This program is a helpful approach for encouraging entrepreneurs and assisting new businesses. Moreover, technology business incubation is a significant economic development tool utilized in many regions of the world to address the changing environment and a range of industrial competitiveness issues brought on by the effects of globalization. Technology business incubators also help improve the life of private enterprises by following the emergence of innovative technologies and arrangements that improve the country's stride towards industrialization.

Objective

We conducted a qualitative research study using unstructured and personal interviews that can be used to identify general themes/patterns and to find an answer to the following research questions which are considered the purpose of our study:

1. What are the best practices followed by local and international incubators? [L][SEP]
2. What are the performance factors of successful incubators? [L][SEP]
3. Identify best practices that can be adopted by PNU Entrepreneurship Centre? [L][SEP]

Methodology

The best practices employed by local incubators in Saudi Arabia are:

- [L][SEP]1. Building business financial models, marketing, and logistics supports. [L][SEP]
2. Taking the start-ups on a tour to visit external and internal events and meet previous start-ups.
3. Paying for the costs of all events that incubators participate. [L][SEP]
4. Preparing booths to present their projects. [L][SEP]
5. Structuring the legal work, giving market exposure and grant. [L][SEP]

The success factors employed by local incubators in Saudi Arabia are: [L][SEP]

1. Internal and external network through reaching out and connecting with other incubator firms.
2. Knowledge sharing by providing sufficient resources to help businesses in performing better and understand the market and clients in a better way through developing the critical thinking and problem-solving skills. In addition, build solid infrastructure for newly established businesses.
3. Infrastructure by providing business support, educational institutions, and financial consulting services to foster the formation of new ventures and the growth and development of small and medium-sized firms.
4. Government support through providing financial access and easing the regulations.
5. Incubation programs provided by local incubators.
- [L][SEP]6. Investment received by start-ups.
- [L][SEP]7. Achieving KPIs by measuring the success of start-ups.

Analysis and findings

The findings of this study indicated the following themes: COVID 19 has had a significant negative effect on businesses; there a new challenge now facing the tourism sector due to COVID 19 in Saudi Arabia: there had been governmental support to try to deal with the downturn in this sector but more needs to be done; there are potential growth areas in this area in the future, but the sector needs continued investment.

Conclusions

The aim of this study is to identify the best practices of local and international incubators and develop a framework that could serve as a best practice incubator model for the PNU Entrepreneurship Centre using thematic content analysis. Our review of previous incubator assessment literature revealed challenges that facing local incubators such as limited market exposure through imposing restrictions on launching social media channels and building applications serves start-ups. In addition, funding limitations, limited investors, weak financial position, and limited services provided by the local incubators. Our interviews with local incubators in Saudi Arabia reveal that the best practices adopted are social and business network, internal and external network, knowledge sharing and government support.

Research Digest

A TOOL FOR SELECTING AN EFFECTIVE CHANGE MANAGEMENT MODEL FOR CORPORATE SUSTAINABILITY

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Abstract

Purpose: This study aims to investigate and customise an effective method of change management tool for corporate sustainability using primary data to identify the effective change management components and tools for corporate employees in Saudi Arabia. This study measures the perception of employees on what they perceive as drivers of change when it comes to corporate sustainability initiatives. Moreover, we aim to see what drives corporate changes in organisations to reach mature levels of sustainability and how organisations manage it. We applied a quantitative method, and a web-based survey tool was used for the data collection. The survey was distributed via emails randomly to employees working in corporates in Saudi Arabia. Microsoft Excel and IBM SPSS were used in the analysis process to reach a resolution to the research questions. The study shows a positive correlation between eight drivers of the change out of twenty-two overall drivers. The highest positive correlation was between the lack of top management commitment as a driver for change, the determination to implement the change in corporate sustainability, and the lack of awareness about the need for the change in corporate sustainability as a driver for change. The study also revealed the three components of change management models that addressed the main drivers of the change in corporate sustainability as perceived by the sampled participants.

The result of conducting this study showed that a remaining set of 13 drivers are perceived as the main key drivers for change. The drivers have been eliminated in order to map those key drivers with change management model components, such as ADKAR, Lewin's, and Kotter. This resulted in a new customised change management model for the test sample, which contains five components which are: knowledge, awareness, unfreeze, building the change team, and forming a strategic vision.

It is recommended to increase the top management commitment and awareness about the change in corporate sustainability as they are positively correlated. Moreover, developing a tool for selecting an effective change management model by categorizing the change on three main levels. The three main levels of the change process are: preparing for the change phase, transitioning phase, and solidifying and durability the desired change phase; our tool helped in focusing on which aspects of each phase corporates must consider and focus on. On each level, we recommend implementing

the tool to specify the right components in the right stage of the change, either preparing for the change stage, transitioning stage, or finally after implementing the change. Overall, the study will give us a chance to understand how organisational change practices and procedures are performed to sustain corporate sustainability.

Keywords: Change Management, Corporate Sustainability, Saudi Arabia, change, Change Model.

Literature review

Based on the literature review, businesses worldwide have begun to focus on sustainability; there is increasing demand in the firm boardroom to address the difficult and complex sustainability challenges and topics concerning the whole world (Luken et al., 2019). Social obligation is one of the top enablers of corporate sustainability besides the efforts that corporations make to brand their image toward sustainability (Luken et al., 2019). As long as there are some sustainability enablers, some barriers paralysed sustainability growth (Luken et al., 2019). Lack of leadership experience and unreliable organisational systems are the two factors that work as barriers to sustainability (Luken et al., 2019). Many scholars confirmed that organisations need to undertake significant culture and corporate change and transformation to fully respond to environmental and social challenges (Linnenluecke and Griffiths, 2010). Therefore, it is essential to manage the change to ensure its success and, at the same time, avoid risks related to the wrong implementation of the change (Linnenluecke and Griffiths, 2010).

There are many types and approaches to dealing with change, and the change itself is different from one corporate to another (Linnenluecke and Griffiths, 2010). People can resist and be unwilling to adapt to the change (Linnenluecke and Griffiths, 2010). The resistance could be emotional, behavioural, or cognitive (Linnenluecke and Griffiths, 2010). It negatively impacts organisation sustainability and growth, which will increase the turnover rate problem (Linnenluecke and Griffiths, 2010). Many organisations pay attention to overcoming resistance to change by applying techniques that help to overcome the change resistance (Linnenluecke and Griffiths, 2010). A variety of models exist, and leaders need to choose the appropriate model that works for their organisation (By, 2005). However, a change model has been designed with tools and tasks that help reduce the risks of carrying out a specific type of change. As the change is different and what model to consider and select to manage the change, some steps and criteria need to be followed to make sure a proper change model has been selected and successfully implemented. This study discusses the three common models: ADKAR, Kotter's 8-Step, and Lewin's three-step change model related to this practicum research.

Objective

This study aims to investigate and explore an effective change management method for corporate sustainability using primary data to identify an effective change management tool for corporate employees in Saudi Arabia. Moreover, we aim to see what drives corporate changes in organisations to reach mature levels of sustainability and how it is managed.

This research is designed to achieve the following objectives:

1. To categorise change management models based on change attributes (scale, origin, and occurrence)
2. To identify the corporate sustainability attributes, barriers, enablers, and indicators of corporate sustainability.
3. To identify the drivers for managing successful change by collecting primary data that is leveraged to examine the perception of corporate employees on what they perceive as drivers of change when it comes to corporate sustainability initiatives.
4. To customise a change management tool for corporate sustainability by using the perceived drivers of corporate sustainability change.

Methodology

Directed by our review of the literature review that focused on the area of research that supports this study, we construct the following main questions & the analysis plan:

Research Question

What are the perceptions of corporate employees on the drivers to change when faced with corporate sustainability change?

What components of change management models address the main drivers of change as perceived by corporate employees?

In this study, we applied a quantitative method to the survey results. A web-based survey tool is used as a data collection method. The survey was distributed via emails randomly to employees working in corporates in Saudi Arabia. A total of 45 corporate employees participated in the study. Microsoft Excel and IBM SPSS were used in the analysis process to reach a resolution to the research questions.

The data was collected by distributing an online survey, and the developed survey consists of 22 questions and has two main sections. The first section has nine demographic questions, whereas the second section has twenty-two questions on a Seven-point Likert scale, and then applies both

descriptive and normality analysis to ensure the accuracy of the sample. After collecting the data, the results were analyzed in two phases as following:

Phase One: Descriptive analysis to find the median and then eliminate the drivers that have a median less than 5 for this test. We are only considering the drivers that are considered part of the “Agree” category, which are: (7-Strongly Agree), (6-Agree), and (5-Somewhat Agree).

Phase Two: we used the Wilcoxon test to eliminate the drivers that rejected the following hypothesis.

Hypothesis (Ho): there’s no difference between the median of the responses to a driver and a test value that indicates an agreement.

Analysis and findings

The result of conducting this study showed that the remaining 13 drivers are the main key drivers. The second step after the elimination is to map the key drivers with change management model components that already exist, such as ADKAR, Lewin’s, and Kotter.^{[1][2][3]} This resulted in a new customised change management model for the test sample, which contains five components:

1. Knowledge^{[1][2]} 2. Awareness^{[1][2]} 3. Unfreeze^{[1][2]} 4. Build the change team 5. Form a strategic vision

Overall, the change drivers for the targeted sample of the corporate employees focused on the availability of resources, technology, proper communication, well-defined objective and vision, availability of leaders and top management and availability of the resources to encourage the personal work for the change in corporate sustainability.

Conclusions

For management to have an effective and reliable change management model, it is required to understand the type of changes needed by their employees and what it is their perceptions of the drivers of change. Understanding this aspect will help management manage difficulties effectively while attempting to execute changes in corporate sustainability. Also, not having a proper change design will lead to failure to implement change in corporate sustainability.

Overall, the success of the change management of corporate sustainability in any organisation depends on many factors, including the type of model followed by the organisation to facilitate and implement changes.



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Research Digest

AN INTERPRETIVE STRUCTURAL MODELLING OF THE BARRIERS IN STRATEGY IMPLEMENTATION: AN EXPLORATORY QUALITATIVE APPROACH

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Industry: TAM HUB |STRATHAUS | 2022

Abstract

Purpose: The purpose of this study is to investigate factors that could hinder strategy implementation and to formulate a conceptual framework for the investigated barriers in addition to investigating their interrelations. The study findings would contribute in bridging the gap found in literature in the strategy implementation field that is considered an underexplored topic compared to the formulation phase. Factors impacting strategy implementation were found to be studied independently across different sectors, scopes and industries. The initial barriers identified through a scoping of the literature were in: (i) leadership, (ii) hierarchy process, (iii) knowledge management, (iv) capacity building, (v) financial resources, (vi) motivational value, (vii) commitment, (viii) partnership, (ix) change management, (x) project management (xi) governmental approvals (xii) communication.

The research adopts an exploratory qualitative approach through the use of the Interpretive Structural Modeling (ISM) methodology. The ISM methodology uses a systematic approach to uncover the factors impacting strategy implementation. The factors are validated by a panel of seven experts in the strategy field varying in their affiliations between semi-governmental, private and academic sectors. As part of the ISM process, the experts underwent semi-structured interviews for the validation process. The findings were obtained from the modeling of the precedence relationships model and the driving and dependence powers assessment. The precedence relationships model showed that the dominant impactful factors are arranged in five levels as follows: leadership and hierarchy processes, capacity building and commitment, motivational value, change management which in turn affects partnership, communication, project management, and financial resources. While the driving and dependence powers showed that hierarchy processes played as a driving factor while leadership was placed as linkage factor. The remaining of factors were placed as linkage factors as well, indicating the strong sensitive nature of strategy implementation towards different aspects as all these factors are linked to one another; noting that project management and partnership were placed on the borderline between being dependence and linkage factors.

It is recommended that organisations create a culture that consolidates the precedency model and translates it into valid Key Performance Indicators (KPIs) for each factor. Additionally, it is encouraged to consider the framework within the risk management plan during the strategy implementation phase.

Keywords: Barriers in Strategy Implementation, strategy execution, Strategy Obstacles, Conceptual Framework in Strategy, Interpretive Structural Modeling (ISM)

Literature Review

- The study is based on scoping the literature in the business and strategy implementation fields. The primary data in this research is based on peer-reviewed articles and books over the period from 2000- 2022. The authors primarily used Google Scholar in the scoping process and consulted a number of esteemed databases: Science Direct, Wiley, DCU Library, Emerald Insight, Springer, SAGE Journals, Bentham Open, and SCRIP.
- The findings from the literature scope found that 12 factors have the potential of becoming a barrier in strategy implementation which are: (i) leadership, (ii) hierarchy process, (iii) knowledge management, (iv) capacity building, (v) financial resources, (vi) motivational value, (vii) commitment, (viii) partnership, (ix) change management, (x) project management (xi) governmental approvals (xii) communication.

Objective

The study is designed to achieve two objectives first: to investigate the factors impacting the implementation of business strategies. Second, to create a conceptual framework prioritizing the identified factors based on their interrelationships and impact on strategy implementation.

Methodology

The Interpretive Structural Modeling (ISM) is utilized in this study as it organizes the existing information present in the literature and transforms it into visual patterns as per experience and recommendation of the experts of the research topic (Sushil, 2012). It consists of structured steps which were applied in this study. In the literature scope step, over 50 peer-reviewed papers in the field of strategy implementation were utilized in the process of identification of the factors that could hinder the strategy implementation. Twelve factors were identified and seven experts in the field of strategy implementation were invited to semi-structured interview to validate the risk involved in the factors identified.



Analysis and findings

Twelve factors were selected in this study, while two, knowledge management and governmental approvals, were disregarded before the modeling as they failed to achieve the Experts' Panel Validation score of 80%. The first findings is the relationship precedence model shown in the Figure 1, while the second findings is the driving and dependance power graph shown in Figure 2. Hierarchy came as a *driver* determinant; meaning that it has a strong driving power towards the success of strategy implementation, and if an organizational structure was poor or ineffective this would play as a critical factor for the success of the implementation. Leadership is among the top of the hierarchal graph in the relationships' precedence, yet it possesses as a linkage factor, and it possess a greater potential of becoming a risk factor as it is linked to all other factors. Furthermore, communication, motivational value, change management, capacity building, commitment, and financial resources are linkage determinants; any action on them could result on an impact on others. The remaining factors: partnership and project management seem to have the particularities of both being a linkage and dependent categories, which means that this determinant must be solved prior to looking at determinant in the dependent category. Overall, the abundance of factors found to be linkage factors imply that strategy implementation is highly sensitive to various of factors, and it needs to be strongly under control and on a continuous assessment to ensure an effective alignment of those factors all together.

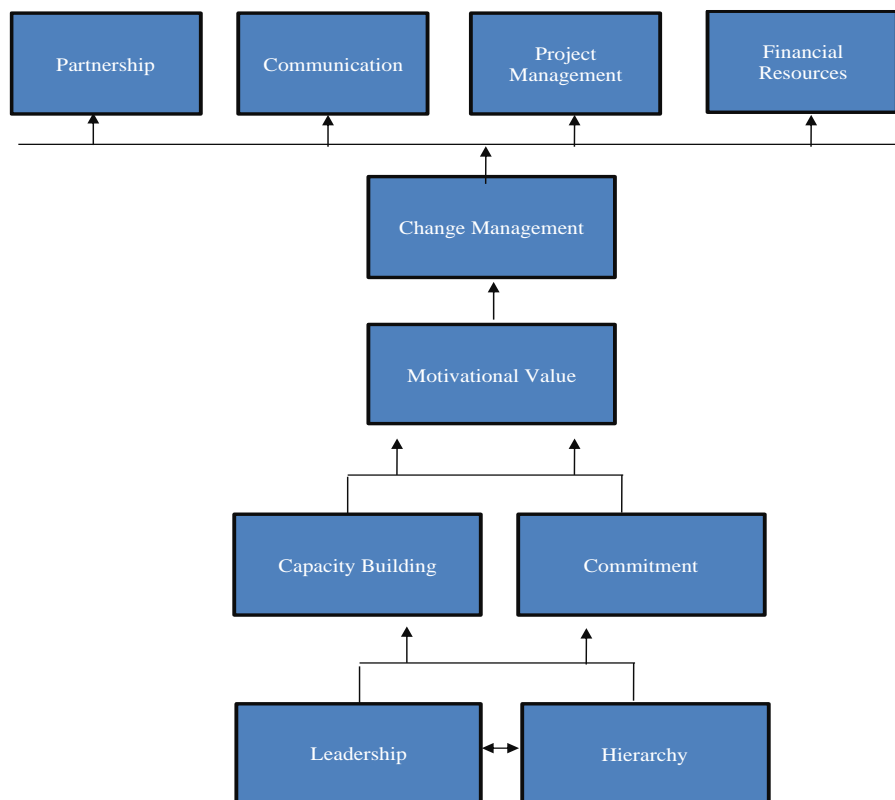


Figure 1 Precedency Relationships among the barriers in strategy implementation

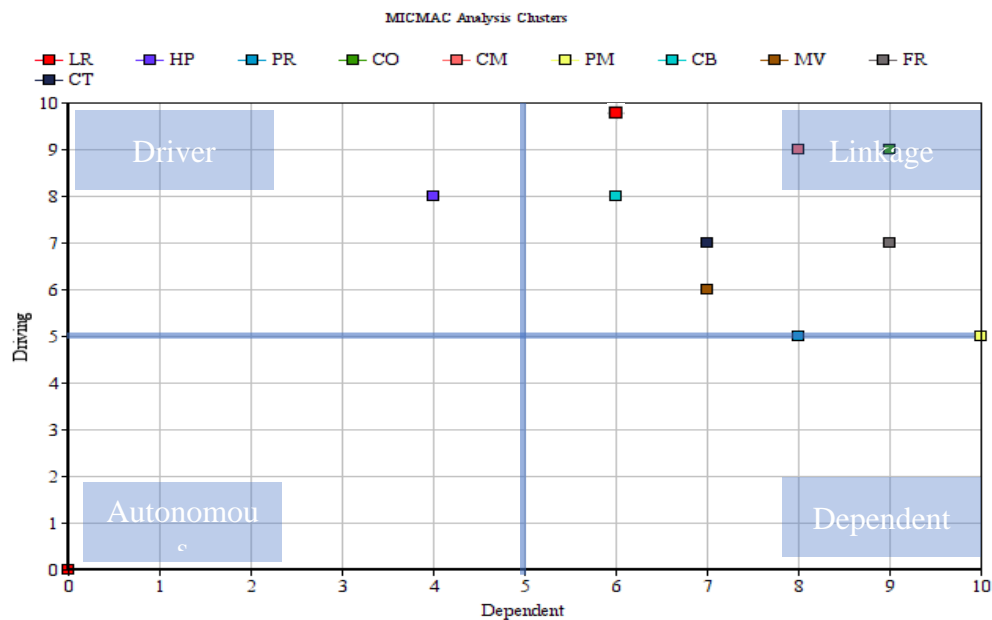


Figure 2 Driving and Dependence Powers Assessment



Conclusions

An effective hierarchy and organizational structure that facilitates the strategy implementation is essential as it plays a strong role of being a driver in the implementation. Organizations should ensure that they have an effective hierarchy and organizational structure that facilitate the strategy implementation as it plays strong role of being a driver to the in the status of the implementation. While leadership should be taken on the highest priority on fundamental level due to it critical linkage factor. Leaders and top management must adopt, understand, and communicate the strategy effectively to avoid any shortcomings. Organizations need to ensure they are equipped with the highest quality of capable employees by investing in their training and engagement. Furthermore, the change management department should go through a systematic process incorporating all the other departments to ensure they are connected and aligned to the target as change management impact partnership, communication, project management, and financial resources. It is recommended that organizations create a culture that consolidates the precedence model and translates it into valid Key Performance Indicators for each factor. It is encouraged to consider the framework within the risk management plan in the strategy implementation phase. The key limitations of this study were the time limitation as it led to the inability to gather more specialized experts, which also led to the inability to calculate the indirect relationships through the transitivity matrix. In addition, the confidential nature of the initiative presented by the sponsored client, made the study scope to be more general.