

My Journey at Rawabi Holding

August 13, 2014

Executive summary:

This report describes the internship experience during the eight weeks period in the Human Resources department at Rawabi Holding, a diversified group of companies. The report includes information about the company and the HR department, detailed description of the projects and activities performed, evaluation of the internship experience, and recommendations for the company and the internship program. Also, five different problems encountered during the internship at the company are addressed and related literature was reviewed to provide suitable solutions. This report summarizes the internship experience and provides useful information for future interns, the company, and PMU.

Table of contents

Introduction:	4
Company background:	4
Size:.....	6
Vision:.....	7
Mission:	7
Organization chart:.....	8
HR department:.....	9
SWOT analysis:	10
Organizational marketing strategy:	10
Organizational competitive strategy:	11
Job history:	13
Conceptual framework:	16
High usage of paperwork:.....	16
Career change Difficulty:.....	18
Outsourcing training activities:.....	20
No specific measure for level of satisfaction:.....	23
Low attendance in the knowledge sharing session:	24
Technical part:	27
Actual projects undertaken during the internship:	27
Methodology used to accomplish these projects:	27
Limitations faced while working on these projects:	28
Solutions and outcomes:	28
Evaluation of the internship experience:	29
Summary of findings and recommendations:	31
Conclusions:	33
References	34
Appendices	Error! Bookmark not defined.

Introduction:

As part of my study in the College of Business Administration at Prince Mohammad Bin Fahd University, It was required to do an internship to apply my knowledge and skills into the real corporate world and gain the necessary experience to prepare for my future career. My internship took place at Rawabi Holding in AlKhobar during the summer of 2014 and it was for eight weeks. As my major is Human Resource Management, I was placed as an intern in the Human Resources department at the company to get the most benefit of the internship. The internship enabled me to explore and learn more about different areas of Human Resource Management related to recruitment, personnel, training, and appraisal. This report will describe in details how the internship experience was.

Company background:

Rawabi Holding is a one of the largest providers of products and services in the region. Its name is associated with a diversified range of industries such as engineering and construction; oil, petrochemicals and gas; power, telecom and IT; logistics; corrosion and industrial services; and consumer products. Over the last thirty years, Rawabi Holding has expanded rapidly into a large group of companies that share the same vision, compassion, quality focus, and excellence. Rawabi Holding started with Rawabi Trading and Contracting in the 80s and continued to diversify its services and production until the latest addition in 2014 which is Rawabi Travel and Tourism. Rawabi Holding is a group of companies that are of three types: fully owned subsidiaries, joint ventures, and

partnerships. Rawabi Holding is a Saudi based organization that has operations internationally in the Gulf region, Egypt, Singapore, Canada, and USA.

It has been certified with many international certifications such as ISO9001 Quality Management System, ISO14001 Environmental Management System and OHSAS 18001 Operational Health and Safety standards. It is also a member of Trace International, which is an organization that was founded to increase commercial transparency and the standard of anti-bribery compliance (RawabiHolding, n.d.). Rawabi Holding ensures that it operates professionally with the best high standards.

Rawabi Holding is a family business led by the Group Chairman, Abdulaziz Alturki and the Group President and CEO, Osman Ibrahim who are part of a board of directors supported by a team of experts. Rawabi Holding's slogan is known as Powered by People, which shows the company's focus on people as their most important asset. The main values that the company is based on are integrity, customer focus, professionalism, people development, and corporate social responsibility. Also, the company has engagement activities such as appreciation awards, employees open day, and the annual Ramadan Iftar.

The nature of the company's operation focuses on three core sectors, which are oilfield services, contracting and industrial services, and retail. Oilfield services sector includes various essential services related to the exploration and production of oil. It also includes consulting services in the oilfield industry. This sector provides services and products to the oilfield industry such as safety services, engineering services, drilling services, offshore services, rigs products and oilfield equipment.

The contracting and industrial services sector provides services for both the private and public companies and project in Saudi Arabia and the Gulf countries. It provides products and services such as industrial support services, power systems, specialized contracting, specialized enclosures, wireless solutions, technology, and real estate.

The retail sector includes consumer products across different industries. This sector was added recently and it currently includes one franchise, which is Rawabi Gymboree Play and Learn, that provides classes for kids and early childhood development services and products. This sector also includes one recently added company, which is Rawabi Travel and Tourism that provides corporate travel and leisure travel services.

Rawabi Holding is purpose-driven by its values and objectives. It exists to improve the community in which it operates. With its extensive expertise in understanding and anticipating market dynamics, it strives to provides its partners, joint ventures and businesses with the best resources it can provides.

Size:

Rawabi Holding is a large group of companies that consists of seven fully owned business units and seven joint ventures companies and partnerships with a combined workforce of more than 3500 employees. The company annual gross profit is exceeding two and a half million, according to the VP of Finance & Group CFO.

Group major clients are Aramco, SAMRF, SASRF, and port authorities, and many other major companies making Rawabi Holding one of the largest and most successful companies in the region.

Vision:

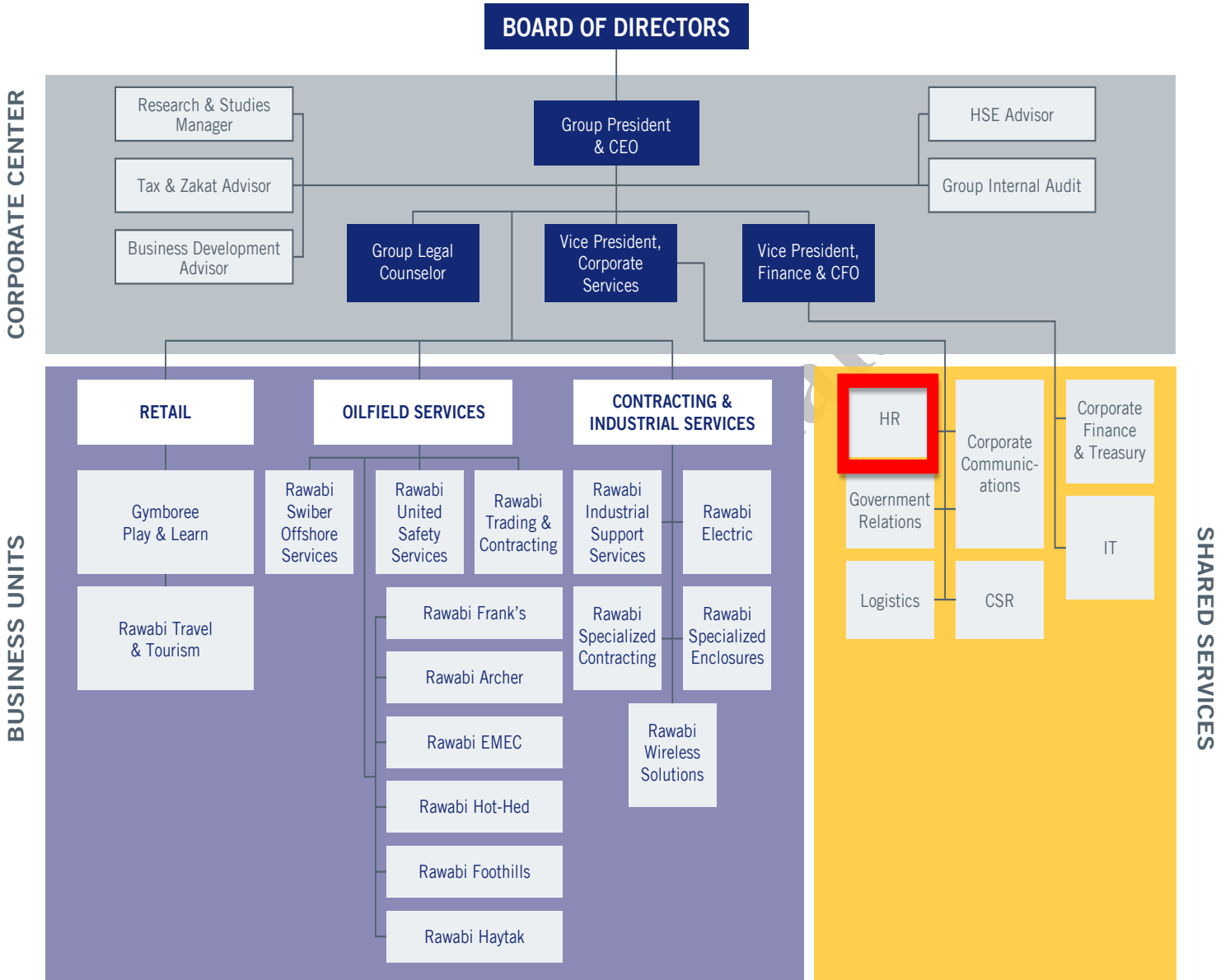
To be the leading regional provider of products and services to a diversified range of key industries, and by doing so to contribute to the economic development and quality of life in the countries where we operate.

Mission:

We will achieve our vision through organic development and strategic partnerships, with a long-term commitment to provide:

- Strong technical expertise
- Superior quality products and services
- A solid network of business relationships
- A rewarding and professional work environment

Organization chart:

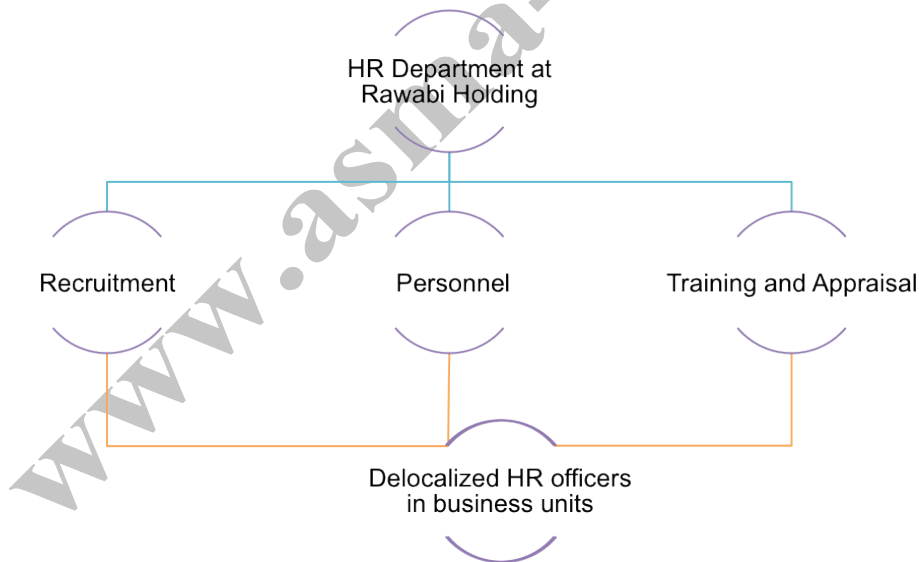


HR department:

The HR department is operating to achieve the company objectives by acquiring the right human resources, train them and develop their abilities and skills, compensate them adequately and managing them by the best practices in order to retain them for the long-term as valuable resources for the company.

The Human Resource department at Rawabi Holding has three units, which are Recruitment unit, Personnel unit, and Training and Appraisal unit. These three units in the HR department are serving the whole group of companies under Rawabi Holding.

There are delocalized HR officers in each company or business unit who work in coordination with the employees in the HR department at Rawabi Holding to facilitate the HR activities.



SWOT analysis:

Strengths Operating in different diversified industries Excellent reputation Good work environment Focusing on employee development	Weaknesses Low salaries In the process of updating policies to match with the practices Few women are involved in the top management positions
Opportunities Expansion into more industries New trends in CSR Government support such as HRDF (Human Resource Development Fund)	Threats New technology New government regulations Changes in the clients' relationships

Organizational marketing strategy:

The company's marketing strategy is divided into internal marketing and external marketing.

Internal marketing: Since the company is a Holding Group, it uses a number of ways to market itself and its various business units internally. Tools used include weekly emailers, quarterly newsletters, a shared internal platform 'Sharepoint' used to

disseminate information about all units as well as several campaigns run by the Corporate Communications Department.

External marketing: Externally, the Holding Company is usually marketed through Social Media platforms that include Facebook, Twitter and LinkedIn. Moreover, each Business Unit carries out its individual marketing activities, which include brochures, flyers, participation in annual exhibitions such as ADIPEC and WEPower. Furthermore, regular Press Releases and media coverage are also used to market the activities conducted in Rawabi Holding. The Group's CSR program is also a great marketing leverage point as it allows the company to gain visibility through community investments. Thus, events organized by Rawabi Holding through the CSR department, such as the Annual Charity Run, play out as great marketing tools too.

Organizational competitive strategy:

Rawabi Holding's success can be attributed to its culture. In Rawabi Holding, they believe that their main and most valuable asset is people. Its culture reflects a family environment as every member of the organization is considered a member of the family. They also invest in their people to differentiate the company from competitors. For Rawabi employees, the friendly environment of the company is what they value the most and what makes them feel as one family.

One of the company's strategies for their human resources is not segregating the payroll according to nationalities or gender but only based on skills and abilities.

As the company is a family business, it differentiates itself from other family businesses in the region by separating the shareholding from management. The family is not

involved in the management of the company. The company has an empowerment strategy that does not involve the family but they follow a succession planning to promote their employees into the top positions. They also value teamwork as a source of the company's success rather than an individual effort. Says the Chairman, "I have never believed in a one man show; for us here in this company it has always been 'we' rather than 'I'," he said. "We have that trust that if you empower the right people, provide them with the support, resources and encouragement, they can and will achieve great things" (Avancena, n.d.).

Rawabi Holding has a reputation for its contribution to the community represented by the Corporate Social Responsibility Department. Corporate Social Responsibility (CSR) Department tries to empower youth by its programs such as Rawabi Talent Exhibit, the internship program, and career guidance program. They also try to contribute in the community development by investing in many charity organizations and campaigns such as the Saudi Foundation for Promoting Organ Donation, the Saudi Cancer Foundation, and the Saudi Endocrine and Diabetes Association, and the Annual Charity Run. They encourage their employees to volunteer in the community and make a difference. Their corporate community service aim includes many contributions such as Blood Donation Campaign, Environmental Awareness Campaign, and Together to Save Jeddah. They also focus on the social and environmental performance and tries to improve it. Some of their campaigns included Water is Wealth, and Live Smartly with Less Energy (RawabiHolding, n.d.). Rawabi Holding is always aiming for development even if it means seeking help form different sources to reach their goals. It is a company that operates in different sectors to be the leading company in the region.

Job history:

Task	Description	Timeframe
Personnel Activities	<p>Receiving the monthly time sheet, verify, check the supporting documents and process absentees on the system.</p> <p>Receiving leave requests, check the requirements and process on the system, and fill up leave request on the system.</p> <p>Leave settlements & End of service benefits verification.</p> <p>Payroll calculations overview. Calculating the salary in various cases.</p> <p>Creating the new employees/interns profiles on the Human Resource Management system (Oracle) and issue their Employment Number. This activity includes revising the interns' documents and interning the necessary information in the Oracle system. It also includes knowing the differences between the procedure for creating profiles for new regular employees and the procedure for creating profiles for new trainees.</p> <p>Creating new positions in the system (introducing new positing) as requested from a department for a new project that will take place.</p>	<p>From 8 June, 2014</p> <p>To 26 June, 2014</p>

<p>Reviewing employees' appraisals and preparing performance appraisal reports</p>	<p>Probation period evaluations: send a notification to the managers and ensure that all employees have been evaluated.</p> <p>Reviewing the appraisal forms received from each company, business unit, and department of Rawabi Holding in order to ensure that the evaluation is complete, both the supervisor and the employee have signed and agreed on it, and there are no extremes or biases in the evaluation. If the evaluation is incomplete or not signed, the appraiser should be contacted and the form should be returned for completion. If there was any issue with the evaluation such as very low score, the issue should be reported to the Personnel unit head.</p> <p>Collecting the basic information from the appraisals to prepare performance appraisal reports for each company, business unit or department of Rawabi Holding. The report summarizes the mid-year appraisal for all Rawabi Holding companies' employees. The report includes the employees' names, companies' names and departments, the average scores, the grades, and training needs based on the appraisals.</p> <p>Knowing and calculating the Key Performance Indicators (KPIs) of the appraisal process and outcomes.</p>	<p>From 29 June, 2014</p> <p>To 3 July, 2014</p>
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<p>Recruiting new employees</p>	<p>Searching for suitable candidates for Accountant, Senior accountant, Chief accountant, Finance manager, Office manager, Account manager, Commercial manager, Senior auditor, and Logistics coordinator positions as per the departments' managers request.</p> <p>Using recruitment sites such as Bayt.com and Naukrigulf.com to find suitable candidates for the vacancies.</p> <p>Shortlisting the most suitable candidates for the positions.</p> <p>Communicating with the departments' managers to review the suitability of the candidates for the job.</p> <p>Conducting initial phone interviews to check for the candidates' availability and interest for the job.</p> <p>Sending initial application forms for the candidates to dictate the required information by the company.</p>	<p>From 6 July, 2014 To 24 July, 2014</p>
<p>Training Planning</p>	<p>Identifying the training needs.</p> <p>Coordination with external vendors.</p> <p>Working on trainings registration, agreements and payment process.</p> <p>Preparing logistical requirements</p> <p>Coordinating with trainees to sign the concept of development and to eventually evaluating and assessing training sessions.</p> <p>Understanding the KPI's process of training.</p> <p>Training budget projections for next year.</p>	<p>From 3 August, 2014 To 7 August, 2014</p>

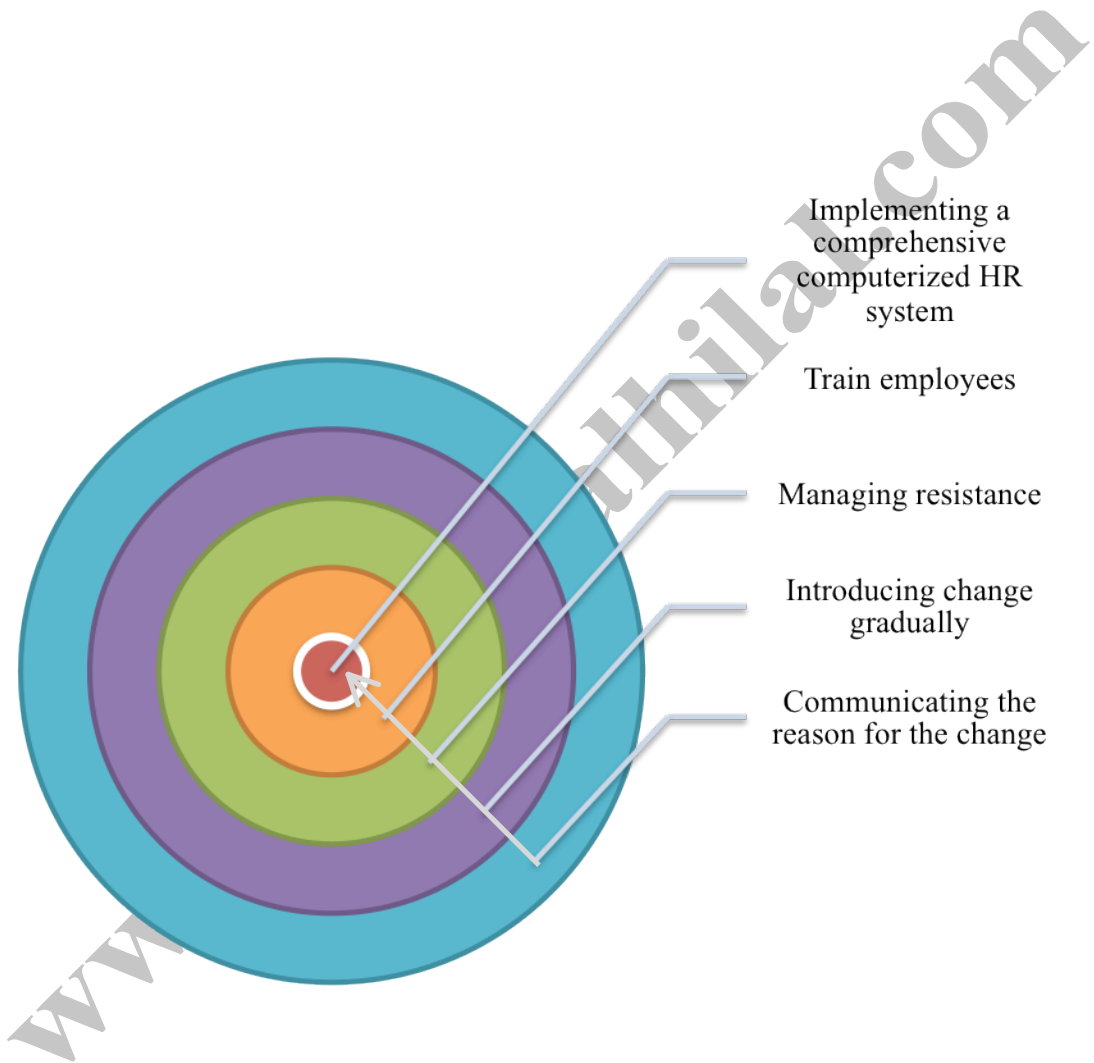
Conceptual framework:

High usage of paperwork:

In the HR department at Rawabi Holding, there is a high usage of paper work. This makes the processes consume more time and effort than it should. Therefore, it causes less productivity and more errors, which impacts the company as a whole. This issue was observed more specifically in the appraisal practice as the Training and Appraisal unit in the HR department receives hundreds of hard copies of appraisal forms for all the employees to be reviewed. This raised the need for a computerized performance appraisal system. “A study on two organizations with computerized monitoring against three organizations in similar jobs without computerized monitoring resulted that computerized monitoring is associated with perceived increases in office productivity, more accurate and complete assessment of workers’ performance, and higher levels of organizational control. Also, the increasing computerization of office functions is providing management with new opportunities to monitor, assess, and control employee productivity” (Irving, Higgins, & Safayeni, 1986). Realizing the benefit of having a computerized system is a smart move into better performance. “By designing software packages that automatically record counts of production, error rates, and time taken to process items, organizations are obtaining accurate, quantitative data on worker performance” (Irving, Higgins, & Safayeni, 1986).

While change into a new system can reveal great benefits for the organization, it may be a hard adjustment for the employees, especially those who will be affected directly by the

change. However, the organization can have a plan to help employees adapt to the new system. An article by Corelli (2009) suggests some helpful steps for adapting successfully to the change such as communicating the reason for the change, introducing change gradually whenever possible, managing resistance, and taking time to train employees.



Career change Difficulty:

From a conversation with an employee who moved recently to the HR department from another department in the company, the issue of the career change difficulty in the company was addressed. The employee did not find a clear channel or process for moving between departments so she considered leaving the company and finding the career she wants elsewhere, which is what other employees would usually do because of this same reason. This causes the company to lose qualified employees, when they can retain them by moving them to other departments. This employee expressed that this process is possible but very difficult, as she had to go and talk to the HR department employees and manager and the manager of the department she was in many times in searching for the job opening herself. This took her a lot of effort and time to achieve what she desires, while many other employees will simply choose to leave.

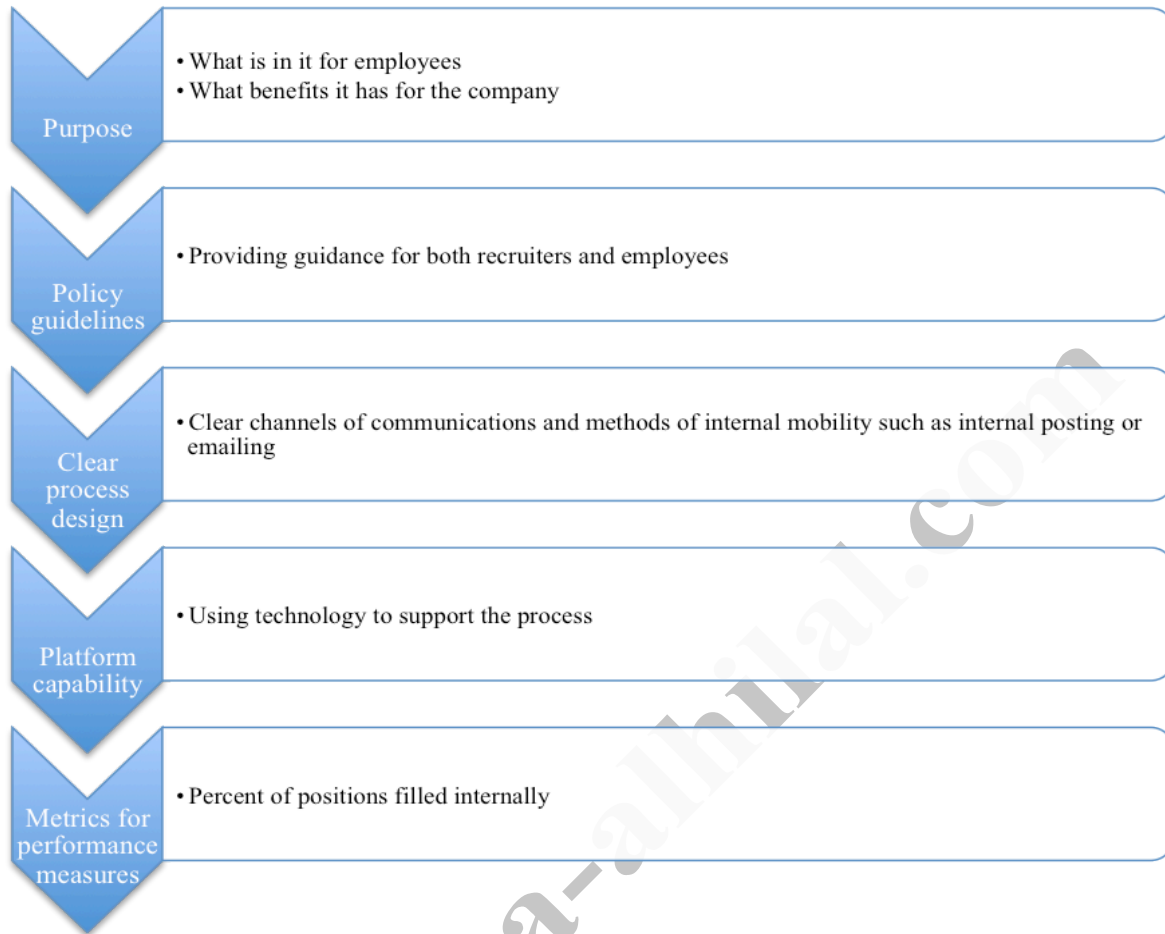
This issue is obvious in the process of recruitment in the company, as they prefer the external recruitment most of the time, not being aware of the internal recruitment advantages. “In case of an internal move, both the employer and the employee have better information about the abilities of the worker and the demands of a position, increasing the probability of a good job-employee-match” (Fasang, Geerdes, & Schomann, 2012). “Internal mobility—the movement of employees from one position to another within a corporation—is an efficient and cost-effective method of talent deployment, and can be a significant component of a company’s overall enterprise success” (Taleo Research, 2005).

Some of internal mobility benefits to the company are that it provides “greater employee satisfaction and retention, shorter time to productivity, lower staffing costs, limited competitive intelligence leakage, and better financial performance” (Taleo Research, 2005).

“Recognize the magnitude of the potential impact of internal mobility: the true cost of turnover represents typically nine percent of revenue, and every three percent of retention points gained corresponds to one percent in profit margin” (Taleo Research, 2005).

In order to design and implement a successful job mobility strategy, it is advised to articulate the strategy around five dimensions, which are clarifying the purpose of the strategy with focusing on what is in it for employees, having policy guidelines, having a clear process design including clear channels of communications and methods of internal mobility such as internal posting or emailing, platform capability such as using technology to support the process, and having metrics for performance measures such as percent of positions filled internally (Taleo Research, 2005)..

To have a successful internal mobility program, it is important to understand its financial impact on the company and its importance for the employees, have a clear internal mobility policy, and support it by a receptive culture with well-optimized technology and processes



Outsourcing training activities:

Rawabi Holding outsources almost all of its training activities. Outsourcing all the training for the company has some advantages but its disadvantages should not be forgotten. A study by Galanaki, Bourantas, & Papalexandris (2008) was conducted to determine when it is better to outsource the training and when it is not. The study is based on the existing theories of Resource-based View of the Firm, Transaction Cost Economics, Administrative Innovation Theory, and Economies of Scale. The survey was

addressed to 100 HR directors in Greece and all questionnaires were completed during face-to-face interviews with the 100 respondents.

The study revealed that it is preferable to provide training internally and to develop internal training infrastructure and expertise when there are specific company needs, knowledge, culture, systems, objectives and strategies that need to be supported by the company-specific training (Galanaki, Bourantas, & Papalexandris, 2008). “It appears that training services can be distinguished in two main categories, i.e. generic or “off-the-shelf” programs that do not require major adjustments on the part of the provider and asset-specific or “tailor-made” programs, which demand substantial effort on the part of the training provider to accommodate the customer’s precise needs” (Gainey, Klaas, & Moore, 2002).

It is also preferable to provide training internally when the company seeks to facilitate corporate action learning through training and when internal expertise in providing training can be developed. It is preferable to provide training internally when training is used as a tool of the overall change management effort because there is more control and more success over internal change efforts as a result of developing and leading change in the form of training and development. Also when training is seen as a way to develop the managers and develop role models. The practice of having internal managers to provide training to subordinates or colleagues can prove an effective way for executive self-development of the trainer him/her self. On the other hand, it is advisable to outsource training when the company seeks to buy in new ideas, scarce expertise, and achieve pluralism and an “out of the box” thinking through outsourcing as well as when cost and

flexibility considerations determine to a large extent the training process (Galanaki, Bourantas, & Papalexandris, 2008).

The Training Decision Model

Train Internally When ...

- The training is not a company- specific training
- The company seeks to facilitate corporate action learning through training
- Internal expertise in providing training can be developed
- Training is used as a tool of the overall change management effort in developing and leading change in the form of training and development.
- Training is seen as a way to develop the managers and develop role models

Outsource Training When ...

- The company seeks to buy in new ideas
- The company scarce expertise
- The company seeks to achieve pluralism and an “out of the box” thinking through outsourcing
- Cost and flexibility considerations determine to a large extent the training process

No specific measure for the level of satisfaction:

While reading the performance appraisal policy for Rawabi Holding, I noticed that the Key Performance Indicators have Satisfaction Index, but in practice, it has no specific measure. When I asked about how they measure it, I have not received any convincing answer. They said that they know that the employee is not satisfied if he or she refused to sign the appraisal or expressed dissatisfaction. This way can not be reliable or accurate. “Evidence shows that self-assessment by employees may contribute to the goals of quality assurance in many ways. It is a low-cost and valid method for quality assessment, enhancing self-esteem, and developing self-awareness, and can improve communication between supervisors and subordinates” (Bose, Oliveras, & Edson, 2001).

The self-assessment strategy can be used in measuring the employees’ satisfaction of the appraisal. When the score on the supervisor’s appraisal for the employee matches or exceeds an employee score on the self-assessment, this proves that the employee will be satisfied with the appraisal. When the score in the appraisal from the supervisor is significantly lower than the score the employee sets for him or herself, this causes dissatisfaction with the appraisal. This method can be used by calculating the difference between the score by the employee and the score by the supervisor to indicate the level of satisfaction. This is why the article describes self-assessment as a method for quality assessment as it contributes in calculating the performance appraisal KPIs.

Besides measuring the satisfaction level, self-assessment can increase the satisfaction of the process itself as it improves the communication between the employee and the supervisor regarding the employee expectations and the development needs. It also give

the employee a feeling of self worth and self esteem and that he or she has a voice in the process (Kotulski, Z.Wąsik, & Doróżko, n.d.).

Satisfaction Level Determined by the Self-assessment Score



The score on the appraisal by the supervisor \Rightarrow the score on the self-assessment by the employee



The score on the appraisal by the supervisor $<$ the score on the self-assessment by the employee

Low attendance in the knowledge sharing session:

The knowledge sharing session that occurs once every two weeks in the HR department for all the HR employees was noticed to have low attendance. This issue has different reasons as what the HR employees explained when they were asked about the reasons. First, some employees did not attend because they have other important work-related

activities outside the office, which can not be missed, such as a training program. Second, other employees expressed that they are not motivated to attend and prefer to do their daily tasks rather than attending the session. Those two reasons were the most common reasons for missing the knowledge sharing session. In order find a solution for the issue, the focus should be on finding solutions for its causes. The knowledge sharing session can be scheduled according to the employees' schedules. The training coordinator can send the employees choices for the preferred timing so the employees can choose the most suitable time that does not overlap with their other important activities or meetings. "Surveys are one way to discover what times best suit your population; variety is often appreciated. To accommodate its parents' schedules, Shrewsbury Elementary in Shrewsbury, Pa., now holds meetings on rotating days: Monday, Tuesday, Wednesday, or Thursday. Coolidge Elementary in Wyckoff, N.J., holds evening meetings in October and March, with morning meetings the rest of the year" (Beck, n.d.). This article suggests that in order to conduct successful meetings and boost the meeting attendance, the audience's time preference should be considered. The other cause of the issue that should be looked at is the lack of motivation. Motivation can be in many forms and it depends on the employees' themselves. Not all employees are motivated intrinsically. Some employees can only be motivated by extrinsic rewards. This can be the reason why some employees do not feel motivated to attend the session. Therefore, their type of motivation should be considered. "Intrinsic motivation is done for reasons that are internal to one's self. It is for self- satisfaction and not for the fear of a consequence. The reward is within the action itself and does not need external factors to steer behavior. Extrinsic motivation comes from external factors and the actions are done because of what has been said. This

means that if we are told to do something, we do it because of extrinsic motivation.” (Burton, 2012). “There are intrinsic rewards and extrinsic rewards as well. Intrinsic rewards are those that come from within a person. The reward is not tangible and is important to the individual, such as pride. There are also extrinsic rewards, which are those that are given out by another person. These rewards are tangible and the individual must prove themselves to someone in order to obtain the reward, such as a bonus” (Shanks, 2007).

This theory can be applied in many ways. For example, showing the appreciation for attendance by complimenting or thank you letters that can be sent to the attendees after the session. Another important way to reward thus motivate employees is keeping track of the employees attendance in the knowledge sharing session in order to reward employees with excellent attendance at the end of the year, with gifts or monetary rewards.

Also, using other methods for learning can be a solution for the problems that is caused by low attendance. As the purpose of conducting a knowledge sharing session is ensuring employees’ continuous learning, other methods other than physical attendance can achieve the same purpose. The presentation slides of the session or related videos of the same topics can be shared with all the employees, especially those who can not attend. E-learning is one of the most effective tools that some people prefer to gain new knowledge.

**Boosting
Attendance for
the Knowledge
Sharing
sessions or
other meetings**

Considering the employees' schedules

Increasing employees motivation by extrinsic or
intrinsic rewards

Using different learning methods

Technical part:

Actual projects undertaken during the internship:

During the internship, I worked on various projects in the Human Resource Department.

The main projects undertaken were:

- Creating interns profiles on the HR information system
- Reviewing mid-year appraisals
- Recruiting new employees

Methodology used to accomplish these projects:

These projects required using technology, such as Oracle system, recruitment websites, Outlook, and Microsoft office.

They also required good communication skills and professionalism especially in dealing with candidates and communicating with departments' managers.

Accuracy was very important during the accomplishment of these projects, especially in reviewing the mid-year appraisals and preparing the appraisal report that follows.

Limitations faced while working on these projects:

It was planned to finish each of these projects in a short timeframe. This is because the HR department has a lot of different activities, which I planned to know about and practice. The limitation of time put pressure on me in accomplishing the projects. Also, another limitation was the confidentiality of information. Because the information I was dealing with is confidential, I could only work on the projects in the office and using the mentors' accounts in the personnel system and the recruitment sites.

Solutions and outcomes:

The outcomes of these projects have an impact on the company. I was able to complete creating more than fifteen profiles on the HR information system, Oracle system. This is the first step in any employee's or intern's journey in the company. Creating the profile on the system generates an employee number that is used in all the other processes in the HR department. Also, I was able to complete reviewing and writing reports for employees of eight of Rawabi Holding companies. Reviewing the appraisals ensures that the performance management system is fair and complete. Also, the training needs can be identified from the appraisals. Therefore, I would suggest that appraisals be linked to the

training planning through a system rather than performing this task manually. I completed searching for candidates for about ten positions and helped in recruiting and selecting new employees for the company. As the recruitment was mainly through recruitment websites, which sometimes does not reveal the best results, I would suggest recruiting through different channels such as by advertising through the social media that the company uses frequently for other purposes. When working on Oracle system for the first time, I faced some difficulty that would not occur if I had a guidebook to learn the basics of the system. I suggest having a guidebook for interns and employees working on the system.

Evaluation of the internship experience:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I received a proper orientation that prepared for the work	✓				
This experience gave me a realistic preview of this career field.		✓			
I was given adequate training or explanation of projects.		✓			
As a result of my internship, I have a better understanding of concepts, theories, and skills in my course of study.				✓	

I had regular meetings with my supervisor and received constructive, on-going feedback.			✓		
My supervisor was available and accessible when I had questions/concerns.		✓			
The work I performed was challenging and stimulating.				✓	
There were ample opportunities for learning.		✓			
I had a good working relationship with my coworkers.	✓				

The internship experience stimulated my interest in the field of HR. The HR practices in the company, and in Saudi Arabia in general, are not yet developed and were not up to my expectations. Though, I see a very promising future for the field and I see how the company has started recently to plan and have strategies to develop in the HR field. This stimulated my interest to be a part of this change by applying my knowledge and skills. Some of the tasks I was given were not challenging enough for me but was needed to get into more sophisticated tasks and understand the work better. Also, I noticed that many of the theories I studied in HR courses are not applied in the company, which dissatisfied me but made me realize how important to study them in order to apply them in my career in the future and be a part of developing the HR field.

There are some factors that helped me in having a good internship experience. At PMU, professionalism is always emphasized in the courses and on-campus activities. This helped me to adjust to the work environment in no time and feel responsible for the time

and work I was given. I learned in many of PMU courses about cultures as well as experiencing the cultural differences with PMU colleagues and instructors. This helped me to deal easily with the employees at the company and helped me in my work in HR. Also, I gained written and oral communication skills from PMU that helped me in performing my tasks and communicating with the employees effectively. Also, I used my skills and knowledge in technology, that I learned at PMU, as some of the tasks I was given required knowledge in technology.

In general, the internship experience was very good and added a lot to my knowledge and skills.

Summary of findings and recommendations:

During my internship, I noticed and encountered some areas that can be developed. From the literature, my knowledge and my own judgment, I came up with these findings and recommendations.

From what I experienced with the appraisal process, I would recommend allowing the interns to see and analyze how the supervisors evaluate their employees and on what basis they fill the appraisal form rating. Also, I recommend creating a computer based system for the appraisal process instead of filling the appraisals manually, which is making it difficult to analyze and more likely to contain mistakes. This system should be linked to the training process and the personnel system. Also, I recommend having a self-assessment by the employee, which helps in measuring the employee's level of satisfaction.

As for the recruitment and selection process, the way the recruitment specialists and the supervisors select new employee is based only on their judgment and the interview results most of the time. I would recommend using other selection methods such as personality tests, cognitive ability tests, or sample work tests to ensure that the best and the most qualified employees are chosen. I found that the internal recruitment is barely used in the company and I recommend using it more frequently and design a policy and process for it.

When working on Oracle System, the system used in the Personnel activities, for the first time, I faced some difficulty. Therefore, I suggest having a guidebook for interns and employees working on the system. This can also be applied to any other area that needs directions. An intern's guide can be a very useful tool.

In the training process, I found that most of the training activities are outsourced which sometimes has disadvantages. I recommend incorporating some internal training when it is better to do so, which requires analyzing the company situation and the training area.

I found that the company needs to pay more attention to employees' motivation to learn. This need was observed in the low attendance of the knowledge sharing session. I recommend using different learning methods, using the intrinsic and extrinsic rewards, and considering employees' needs and preferences.

The internship program can also be developed. I recommend preparing a set of projects for the interns with detailed description of the tasks, the expectations, and the timeframe before the beginning of the internship and not depending on the mentors to assign the tasks, which sometimes can be neglected if the mentors are busy or do not know about

the intern's needs and expectations. Also, having regular meetings with the supervisor to discuss how the internship is going is very important.

I also recommend for PMU to coordinate with the company before starting the internship by submitting goals and objectives, or specific areas of experience, that PMU wants its students to gain or accomplish by the end of the internship. This set of goals or areas should be designed differently for each major. This will help both the company and the interns to plan for the internship in the best way and gain the most benefit.

My experience helped me to notice that some of what I already studied in college does not match what is practiced in the company due to the differences between the Saudi system and the US system. So, in the coming courses that I will take, I will try to focus on the Saudi organizations more so I can relate what I study to the real corporate world and be more prepared to my future career.

I advise future interns to not hesitate to talk their supervisors and internship coordinators regarding any issue they face during the internship. Also, I advise them to keep asking question and not waiting for someone to teach them what they need to learn.

Conclusions:

The internship program was a great opportunity to apply my knowledge and improve my skills. It was an opportunity to work with professionals in the field and learn from them. I learned how the human resources management theories are applied in the real corporate world. I learned how to prepare myself for my future career. This internship experience was an opportunity to discover my strengths and weaknesses thus improve myself in the professional and personal levels.

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