

The Role of High-Performance Human Resource Management Practices in Achieving Organizational Leadership

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Abstract

The study aimed to identify the role of high-performance human resource management practices in achieving organizational leadership, applying them to telecommunications sector companies in the Kingdom of Saudi Arabia. The study relied on a descriptive-analytical approach and used a simple random sampling method to collect data. The study sample consisted of 377 individuals. The study found a high level of high-performance human resource management practices, as well as a high level of organizational leadership in telecommunications sector companies. It also demonstrated a statistically significant positive impact of high-performance human resource management practices on achieving organizational leadership in telecommunications sector companies in the Kingdom of Saudi Arabia. The study recommended that telecommunications sector companies work to increase levels of job security for employees, provide a high degree of independence and flexibility in work performance, provide good opportunities for promotion, and provide opportunities for employees to develop their personal and professional skills. It also recommended evaluating the impact of the decisions they make.

Keywords: High-performance human resource management practices, Organizational leadership, Telecommunications sector companies.

Introduction

In the context of contemporary business, human resource management, or HRM, is one of the most important factors. Businesses with a stronger competitive edge are frequently those who can apply HRM strategies successfully and efficiently. over their rivals. The fact that human resources are regarded as one of an organization's most significant assets helps to explain this phenomenon. The performance of an organization can be greatly improved by being able to maximize each person's potential, loyalty, productivity, and commitment. This can aid in long-term objectives, growth, and sustainability (Adatsi et al, 2020, p12). HRM in contemporary company encompasses more than just administrative management; it also involves creating a work environment that encourages creativity, ongoing education, and employee involvement. As a result, the HR department's function has changed to become more strategic in accomplishing the goals and objectives of the company (Abdulfatai, 2021, p12), Organizations are inevitably under pressure to constantly innovate and adjust to the swift changes in the business environment in the age of globalization and heightened competition. In this context, competitive advantage refers to an organization's capacity to not only meet but also beyond consumer expectations, offer substantial additional value, establish a strong point of uniqueness in the offered goods or services, and preserve a sizable market share. Organizations must realize that people are not just a resource but also the primary factor influencing greatness if they hope to obtain a competitive edge (Chahal et al, 2016, p5).

Theoretical framework

Effective HRM Practices:

Hassanein (2019, p. 22) defines the concept of HRM as "the aspect of management that is concerned with people as individuals or as groups, and their relationships

within the organization, as well as the ways in which individuals can contribute to the efficiency of the organization"().

The notion of attention and individual focus in the workplace has its origins in Europe during the Industrial Revolution in the middle of the nineteenth century. The interest in the role of managing people in Europe and identifying human resources in English factories in particular started in the middle of the nineteenth century, when some businessmen focused on the need to pay attention to improving working conditions and providing the most appropriate environment, according to Al-Maghrabi (2016: 16). Robert Owen is one of the pioneers in this field. His interest in enacting what is now known as the Factory Law stemmed from his emphasis on the significance of treating workers with respect and consideration. Furthermore, concepts advocating for the welfare of workers in American and European companies were implemented from the start of the twentieth century. The "Workers Welfare Association was established" by 1913, with the main objective being to develop and manage workers' problems. The significance of human resources management is derived from its goals, which include increasing employee productivity and developing their practical skills and abilities in addition to choosing candidates who want to work for the company. HRM is involved with building a set of procedures like hiring, selection, training & development, and remuneration, according to Al-Khalalda (2018: 15).

1. The significance of human resources management is derived from its goals, which include increasing employee productivity and developing their practical skills and abilities in addition to choosing candidates who want to work for the company. HRM is concerned with establishing a set of practices, including hiring, selection, training and development, pay, employee relations, workforce planning, job analysis, employee orientation, performance evaluation, and retaining talented employees, according to Al-Khalalda (2018: 15). Its organizational structure

often shows these functions as separate entities. In order for the workforce to accomplish the organization's desired goal as quickly and affordably as feasible, HRM helps to develop the workforce, increase productivity, and improve efficiency.

2. An organization's personnel and human resources are managed through planned and coordinated HRM strategies. HRM comprises a collection of ideas, policies, processes, and activities intended to enhance productivity, employee happiness, and organizational competitive advantage. Its main objective is to maximize employee contributions to the success of the business and achieve desired results. These are some essential components of a human resource management plan.
3. The first stage of HRM is recruitment and selection, during which businesses prepare their human resource requirements in order to meet their goals. In order to draw in and choose the best candidates for the organization's requirements, it consists of workforce planning, recruitment planning, and employee development strategies. This includes hiring new staff members, conducting interviews, conducting assessments, and making hiring decisions.
4. Training and Development of Employees: Companies must make investments in the training and development of their employees in order to give them the abilities and information they need to advance within the company. This includes education, training, and professional development.
5. Performance Appraisal: A crucial component of HRM, performance evaluation involves evaluating employees according to their abilities and target accomplishments. The outcomes of these assessments can be applied to choices about promotions or terminations, as well as to feedback and incentives.
6. Management of Compensation and Rewards: HRM practices cover how businesses pay, reward, and incentivize staff members in appreciation of their

accomplishments. perks management, including insurance, allowances, and other perks, is also included in this.

7. Employee participation is a procedure that encourages team members to actively participate in company decision-making. It promotes teamwork among employees by providing them with the tools, accountability, and encouragement they need to thrive.
8. When a group of people collaborate effectively to achieve a common objective, this is known as teamwork. Every person has a unique set of abilities and capabilities. Everyone gets an opportunity when the team functions as a whole. to gain knowledge from one another. The team gains resources as a result of this process, which also makes them more capable of handling new difficulties. Collaboration can boost an organization's production and efficiency, which will give it a competitive edge.

Organizations may maintain a competitive edge in the market, boost employee satisfaction, increase performance, and accomplish their corporate goals with the aid of effective HRM strategies. It is a comprehensive strategy that acknowledges that the most important resource for attaining organizational success is human capital.

Organizational Leadership

The Concept of Organizational Leadership:

Some believe that the concept of organizational leadership is: "The ability to motivate employees to a higher level of awareness of key issues, while simultaneously increasing subordinates' self-confidence (Aarons et al, 2016, p12).

Organizational leadership is also defined as the process of influence exerted by a leader on their subordinates to persuade and encourage them to contribute effectively and collaboratively (Opoku & Ahmed, 2014, p11).

Functions of Organizational Leadership:

The basic functions of leadership are defined by a set of tasks, and these tasks vary depending on the nature of the group. Among these tasks performed by the leader are the following (Decman et al, 2018, p11):

- The Leader as an Expert: The leader is often the source of knowledge and experience within the group. In some groups, leadership is provided by those with technical and administrative knowledge and experience.
- The Leader as a Policy Programmer: The leader is responsible for setting the group's general policy and defining its strategic and tactical objectives.
- The Leader as a Planner: The leader is responsible for developing plans, working methods, means of implementation, and the timetable.
- The Leader as a Model, Role Model, and Symbol: He represents exemplary leadership behavior in relationships with the group and sets the highest example and role model in dealing with, assuming responsibility, controlling work, and exerting effort.
- The Leader as an External Representative For the group: He represents the group in its external relations, expressing its needs and obligations with others.
- The leader as an influencer on internal relations: As part of his leadership duties, he regulates the group's internal relations, acting as a controller and mediator between group members.
- The leader as a source of positive and negative evaluations: He is distinguished by his ability to award rewards or punishments based on experience and the presence of a factor of justice.

Literature Review

- **Ghada Nabil (2019). The Impact of E-HRM System on Service Quality Provided by HRM: An Applied Study on Fast Moving Consumer Goods Sector "FMCG" in Multinational Companies in Egypt**

This study aims to identify how the use of Electronic Human Resources Management (E-HRM) systems affects the quality of services that HRM provides in the Fast-Moving Consumer Goods (FMCG) industry. multinational corporations in Egypt. The first goal of the study is to present a broad framework for EHRM, and the second is to investigate how EHRM practices—such as e training and e-performance appraisal—affect HRMSQ. The study employed two questionnaire forms with 31 statements each to accomplish these goals. It was given to 323 workers at PepsiCo Company locations in Egypt that use the E-HRM system. As a result, SPSS software was used to gather and evaluate data. The findings demonstrated that the aspects of E-HRM practices (e.g., e-training and e-performance appraisal) had a statistically significant beneficial influence on the HRMSQ dimensions (HR strategic services, HR executive services, HR change-related services, and supported services).

- **Eman Suleiman (2019), The Effect of HRM Practices on Employee Outcomes: The Mediating Role of Perceived TQM Practices in Jordanian it**

This study aims to examine how human resource management (HRM) methods, such as training and communication, affect employee outcomes, such as work satisfaction and performance. taking into account Total Quality Management (TQM) as a mediating variable among Jordanian IT firms. Using a convenience selection technique, 312 individuals from a varied range of firms were chosen from various departments with varying functions for the study. To ascertain the outcomes of the hypothesis testing, the study employed the proper statistical techniques, such as the regression approach. The results show that job performance and job satisfaction are significantly impacted by the training initiatives. Additionally, it finds that job

performance and job satisfaction are significantly impacted by communication efficacy. contentment. The results demonstrate that TQM completely mediated the association between effective communication and job performance, training efforts and job performance, and job satisfaction. Conversely, there was only a weak mediation relationship found between job satisfaction and communication efficacy. In order to improve employee performance and satisfaction, the author concludes by advising managers in IT organizations to clarify the significance of staff communication and training.

- **Study by Al-Awlaki (2018) “The impact of human resources management strategies on developing organizational creativity through knowledge processes as a mediating variable, a field study in commercial banks.**

Using knowledge management procedures as a mediating variable, the study sought to identify the nature of the direct and indirect relationships between HRM methods and the growth of organizational creativity in Yemeni, commercial banks. Employees of commercial banks (both public and private) in the roles of general manager, deputy general manager, administration director, and department head made up the research population. There were 335 managers in the study sample. The researcher employed the questionnaire as a means of gathering primary data and the descriptive analytic approach as the study's methodology. According to the study's findings, knowledge management plays a mediating role in the substantial indirect association between HRM techniques and the growth of organizational creativity in commercial banks. Furthermore, the findings showed that, in order of significance, the most crucial HR tactics that can best account for the variance in the growth of organizational creativity are training and development strategy, remuneration, and techniques for rewards, planning, and performance evaluation of human resources), and these correlations were statistically significant. According to the report, banks as a whole must pay attention to the strategic planning process in a way that guarantees

their capacity to determine strategic orientations for their human resources administration.

- **Mitchell et al, (2013). The effect of strategic human resource management on organizational performance: The mediating role of high-performance human resource practices.**

The study aimed to identify the impact of the strategic role of human resources management on the organization's financial performance. The study used a descriptive-analytical approach, and relied on the questionnaire as a tool for this study. The sample size was (118) individuals. The study concluded that high-performance human resources practices (HPHRPs) influence the relationship between the strategic role of human resources and performance. The study also concluded that the role of the human resources specialist as a strategic partner enhances the legitimacy of human resources initiatives and facilitates the provision of the necessary resources and support for their implementation. The second result indicates that executive management delegation affects the relationship between the strategic role of human resources and high-performance human resources practices, indicating a balance between the strategic and operational focus of human resources specialists. It also indicates the importance of integrating the implementation of human resources practices into operational management.

- **Adatsi et al, (2020). Accomplishing a high-performance government organization through leadership: Commitment in partnership with human resources management and development.**

The study aimed to examine the relationships between leadership style, organizational performance, and human resource management strategy. In addition, this study also explored the effects of the interaction of leadership style and human resource management strategy on organizational performance. The study used the descriptive-analytical approach, and relied on the questionnaire as a tool for this

study, with a sample size of (246) individuals. The study found that (1) charismatic, transformational, and visionary leadership styles are positively related to organizational performance; (2) the development, motivation, and transfer strategy of the human resource strategy are positively related to leadership style; (3) both development and motivation strategies are positively related to organizational performance; and (4) the interaction of leadership style and human resource management strategy contributes significantly to organizational performance. It is expected that the results of this study will provide references for an institutional body in implementing human resource management strategy and developing leadership style.

Study Problem

The degree to which High-Performance Work Practices (HPWPs) influence the growth and attainment of successful organizational leadership is unclear, notwithstanding the growing trend toward their implementation in contemporary businesses. This begs the question of how well these techniques promote organizational strategic leadership objectives.

The main question is as follows:

The role of high-performance human resource management practices in achieving organizational leadership.

Study Questions

The study questions are as follows:

- What is the level of implementation of high-performance human resource management practices in telecommunications companies in the Kingdom of Saudi Arabia?

- What is the level of implementation of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia?
- What is the impact of high-performance human resource management practices on achieving organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia?

Study Objectives

The study objectives are as follows:

Identifying the level of implementation of high-performance human resource management practices in telecommunications companies in the Kingdom of Saudi Arabia.

Identifying the level of implementation of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia.

Studying the impact of high-performance human resource management practices on achieving organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia.

Importance of the study

Several studies, which will be mentioned in the literature review, believe that human resource management practices and organizational leadership are among the topics that influence the direction of institutional and human performance within an organization, foster a supportive work environment to address challenges in the workplace, and enhance the role of human resources in adopting the latest trends in institutional performance. Therefore, the importance of the current study emerges from the importance of human resource management practices and the emergence of modern trends that require changing these practices to align with the new reality. Another factor that highlights the importance of the current study is the importance

of the topic of organizational justice as a modern topic in studies and literature on organizational science, and the need for the Arab library to enrich the Arab reader's background on this topic.

Applied Framework

Methodology:

The study relied on the descriptive analytical approach. The theoretical aspect used the descriptive approach, which clarifies the study variables. The field study used the analytical approach, which analyzes and links the results reached, interprets them, and then issues appropriate judgments.

Study Population and Sample:

The study population consists of employees in telecommunications companies in the Kingdom of Saudi Arabia. Due to the large size of the study population and the difficulty of conducting a comprehensive survey, the study used a simple random sampling method to collect data related to the study. The number of study sample members who answered the electronic questionnaire was 377 individuals.

Study Tool:

The study used a questionnaire as the study tool. The questionnaire consisted of two sections:

- Section One: Includes personal data of the study sample members (gender, age, educational level, years of experience).
- Section Two: Includes statements related to the study themes, including the axis of high-performance human resource management practices, which consists of five dimensions (training and development, job security, job design, communication, promotion), and includes 20 statements. The organizational leadership axis, which includes 13 statements, was also used.

The study used a five-point Likert scale consisting of strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1) to answer the study themes.

Validate the study tool:

Table (1) Validate phrase high-performance human resource management practices

Phrases	Correlation coefficient	Phrases	Correlation coefficient	Phrases	Correlation coefficient
Training and development		job security		job design	
1	0.722**	1	0.902**	1	0.828**
2	0.754**	2	0.895**	2	0.853**
3	0.833**	3	0.898**	3	0.898**
4	0.813**	4	0.884**	4	0.726**
communication		promotion		-----	-----
1	0.892**	1	0.899**	-----	-----
2	0.909**	2	0.898**	-----	-----
3	0.890**	3	0.891**	-----	-----
4	0.938**	4	0.899**	-----	-----

All correlation for high-performance human resource management axes items was statistically significant in 0.01 and the tool has structural validity.

Table (2) Validate phrase Organizational Leadership

Phrases	Correlation coefficient	Phrases	Correlation coefficient	Phrases	Correlation coefficient
1	0.941**	6	0.818**	11	0.850**
2	0.863**	7	0.913**	12	0.867**
3	0.725**	8	0.905**	13	0.898**
4	0.782**	9	0.913**	-----	-----
5	0.840**	10	0.874**	-----	-----

All correlation for Organizational Leadership axes items was statistically significant in 0.01 and the tool has structural validity.

Reliability study tool:

Table (3) Reliability questionnaire

Dimension	Alpha Cronbach	number of elements
high-performance human resource management practices	0.981	20
Organizational Leadership	0.970	13
Total questionnaire	0.988	33

The value of Cronbach alpha for all study tool is high and the study tool is high Reliability.

Statistical Methods:

1. Pearson's Correlation Coefficient to Calculate Internal Consistency Validity
2. Cronbach's Alpha Coefficient to Calculate the Degree of Reliability of the Study Tool
3. Frequencies and Percentages to Describe the Characteristics of the Study Sample Individuals
4. Arithmetic Means and Standard Deviations to Describe the Level of Response of the Study Sample Individuals to the Statements of the Study Tool
5. Multiple Regression Equation: To Identify the Effect of the Dimensions of the Independent Variable on the Dependent Variable

Demographic Variables:

Table (4) sample according to Demographic Variables

Demographic Variables	Categories	N	%
Gender	Male	209	55.4
	female	168	44.6
Age	Less than 30 years old	77	20.4
	From 30 to less than 40 years old	129	34.2
	From 40 to less than 50 years old	105	27.9
	More than 50 years old	66	17.5
Educational level	High school	90	23.9
	Bachelor's	221	58.6
	Postgraduate	66	17.5
years of experience	Less than 5 years	95	25.2
	From 5 years to less than 10 years	109	28.9
	From 10 years to less than 15 years	126	33.4
	15 years and over	47	12.5

Answers to the Study Questions

Results of answering the first question, which states, " What is the level of implementation of high-performance human resource management practices in telecommunications companies in the Kingdom of Saudi Arabia?"

Table (5) Phrases of the Training and development

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The company provides regular training and development opportunities.	4.32	0.69	Very High	1
2	The company is keen to provide a sufficient number of training programs for employees.	4.19	0.74	High	2
3	When I am assigned new tasks, I receive appropriate training that prepares me to perform them efficiently.	4.02	0.88	High	3
4	The company provides excellent opportunities to develop my personal and professional skills.	3.99	1.10	High	4

The previous table shows a high level of implementation of training and development as a dimension of high-performance human resource management practices. The mean was 4.13 with a standard deviation of 0.85. One statement was found to be at a very high level of agreement, and three statements were found to be at a high level of agreement.

Table (6) Phrases of the job security

N.	Phrase	Mean	S. D	Degree	Arrangement
1	I expect to continue in my job as long as I wish	4.16	0.78	High	1
2	I feel that my job is stable and secure.	3.85	1.04	High	3
3	If a company faces economic challenges, employees are the last to be laid off	4.00	1.03	High	2
4	I am confident in my ability to keep my job.	3.75	1.15	High	4

The previous table shows a high level of implementation of job security as a dimension of high-performance human resource management practices. The mean was 3.94 with a standard deviation of 1.00. All statements were at the high level of agreement.

Table (7) Phrases of the job design

N.	Phrase	Mean	S. D	Degree	Arrangement
1	I can plan my work freely.	4.06	0.82	High	3
2	The company gives me the authority to make many decisions related to my work.	4.21	0.85	Very High	1
3	I have the freedom to decide how to perform my job duties.	4.12	0.99	High	2
4	The company provides a high degree of autonomy and flexibility in performing work.	4.04	0.96	High	4

The previous table shows a high level of job design implementation as a dimension of high-performance human resource management practices. The mean value was 4.11 with a standard deviation of 0.91. One statement was at a very high level of agreement, and three statements were at a high level of agreement.

Table (8) Phrases of the communication

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Communication between me and my colleagues at the company is good and effective.	3.98	0.92	High	1
2	Management provides clear information about the company's performance and developments.	3.67	1.29	High	4
3	Communication between me and the company's managers and supervisors is good and transparent.	3.86	1.14	High	3
4	Employees receive regular updates on the company's goals and vision.	3.98	1.03	High	2

The previous table shows a high level of communication implementation as a dimension of high-performance human resource management practices. The mean value was 3.87 with a standard deviation of 1.09. All statements were at a high level of agreement.

Table (9) Phrases of the promotion

N.	Phrase	Mean	S. D	Degree	Arrangement
1	I believe I have a good opportunity for promotion within the company.	4.09	0.90	High	4
2	Promotions within the company are conducted according to fair criteria for all employees.	4.16	0.86	High	1
3	Employees seeking promotion have more than one possible position to apply for.	4.11	0.98	High	3
4	Qualified employees have opportunities to advance to positions with higher salaries and responsibilities.	4.14	0.96	High	2

The previous table shows a high level of promotion as a dimension of high-performance human resource management practices. The mean value was 4.12 with a standard deviation of 0.92, and all statements were at a high level of agreement.

Table (10) dimensions of the high-performance human resource management practices axis.

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Training and development	4.13	0.85	High	1
2	job security	3.94	1.00	High	4
3	job design	4.11	0.91	High	3
4	communication	3.87	1.09	High	5
5	promotion	4.12	0.92	High	2

The previous table shows a high level of implementation of high-performance human resource management practices in telecommunications companies in the Kingdom of Saudi Arabia, from the perspective of the study sample. The mean was 4.03 with a standard deviation of 0.95. All dimensions of the axis of high-performance human resource management practices were found to be at a high level of agreement. The training and development dimension ranked first, followed by the promotion dimension, then the job design dimension, then the job security dimension, and finally, communications, which ranked fifth, this answers the first question of the study.

Results of answering the second question, which states, " What is the level of implementation of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia?"

Table (11) Phrases of the Organizational Leadership

N.	Phrase	Mean	S. D	Degree	Arrangement
1	Organizational leadership is concerned with making the administrative procedures and instructions related to implementing plans and regulations clear, organized, and simple.	4.01	1.05	High	8
2	Organizational leadership is concerned with the existence of an information and data system that contributes to achieving efficiency and effectiveness in planning.	3.98	0.93	High	11
3	Organizational leadership strives to achieve the highest level of effectiveness and efficiency through the implemented planning.	4.32	0.69	Very High	1
4	Organizational leadership sets clear, written interim goals that it seeks to achieve within the capabilities and conditions available to it.	4.19	0.74	High	3
5	Organizational leadership is concerned with increasing employees' ability to participate in planning.	4.02	0.88	High	7
6	Flexibility is provided in regulations and laws when making organizational decisions.	3.99	1.10	High	10
7	Organizational leadership seeks employee opinions before making decisions related to the workflow.	4.16	0.78	High	4
8	Organizational leadership works to provide training courses and programs for employees that help increase their ability and efficiency in decision-making.	3.85	1.04	High	12
9	Organizational leadership monitors the implementation of all decisions it makes.	4.00	1.03	High	9
10	Organizational leadership is concerned with evaluating the impact of its decisions.	3.75	1.15	High	13
11	Organizational leadership provides employees with important information to complete their work.	4.06	0.82	High	6
12	There is daily formal and informal communication between organizational leadership and employees.	4.21	0.85	Very High	2
13	Organizational leadership is keen to motivate employees to complete work during difficult times.	4.12	0.99	High	5

The previous table shows a high level of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia, from the perspective of the study sample. The study sample, where the mean value reached 4.04 with a standard deviation of 0.93, showed that two statements were at a very high level of agreement and eleven statements were at a high level of agreement, which answers the second question of the study.

Results of answering the third question, which states, " What is the impact of high-performance human resource management practices on achieving organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia?"

Table (12): Model of the significance of the impact of high-performance human resource practices on organizational leadership.

Variables	B	T	Sig T	R	R ²	F	Sig F
Training and development	1.058	35.815	.000	0.997	0.994	12326.837	0.000
job security	1.014	33.163	.000				
job design	.816	22.348	.000				
communication	.127	3.131	.002				
promotion	.289	10.707	.000				

The previous table demonstrates the significance of the model as a whole, with the value of (Sig F) = 0.000, which is less than 0.05, meaning that the calculated F value is greater than the tabulated F value. It was found that the independent variables (training and development, job security, job design, communication, and promotion) explain 99.4% of the changes that occur in the dependent variable (organizational leadership). It was found that there is a statistically significant effect of the level of training and development on organizational leadership at a significance level of 0.05. It was found that for every 1% increase in the level of training and development, the level of organizational leadership increases by 1.058%. It was also found that there is a statistically significant effect of the level of job security on organizational leadership at a significance level of 0.05. It was found that for every 1% increase in the level of job security, the level of organizational leadership increases by 1.058%. 1.014% It was also found that there is a statistically significant effect of the level of

job design on organizational leadership at a significance level of 0.05. It was found that whenever the level of job design increased by 1%, the level of organizational leadership increased by 0.816%. It was also found that there is a statistically significant effect of the level of communication on organizational leadership at a significance level of 0.05. It was found that whenever the level of communication increased by 1%, the level of organizational leadership increased by 0.127%. It was found that there is a statistically significant effect of the level of promotion on organizational leadership at a significance level of 0.05. It was found that whenever the level of promotion increased by 1%, the level of organizational leadership increased by 0.289%, which answers the third question of the study.

Conclusion

- The high level of implementation of high-performance human resource management practices in telecommunications companies in the Kingdom of Saudi Arabia, from the perspective of the study sample. The mean was 4.03 with a standard deviation of 0.95. All dimensions of the axis of high-performance human resource management practices were found to be at a high level of agreement. The training and development dimension ranked first, followed by the promotion dimension, then the job design dimension, then the job security dimension, and finally, communications, which ranked fifth, this answers the first question of the study.
- The high level of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia, from the perspective of the study sample. The study sample, where the mean value reached 4.04 with a standard deviation of 0.93, showed that two statements were at a very high level of agreement and eleven statements were at a high level of agreement, which answers the second question of the study.

- The independent variables (training and development, job security, job design, communication, promotion) explain 99.4% of the changes that occur in the dependent variable (organizational leadership). It was found that the higher the level of each of (training and development, job security, job design, communication, promotion), the higher the level of organizational leadership in telecommunications companies in the Kingdom of Saudi Arabia, which answers the question. Third for study, this result is consistent with the results of Ghada Nabil (2019), Eman Suleiman (2019), Mitchell et al, (2013) and Adatsi et al, (2020)

Recommendations

- Telecommunications companies should work to increase employee job security.
- Telecommunications companies should focus on providing a high degree of independence and flexibility in work performance.
- Telecommunications companies should provide clear information about performance and its developments.
- Telecommunications companies should work to provide good opportunities for promotion.
- Telecommunications companies should provide opportunities for employees to develop their personal and professional skills.
- Telecommunications companies should provide training courses and programs for employees that help increase their decision-making capacity and competence.
- Telecommunications companies should evaluate the impact of the decisions they make.
- Telecommunications companies should provide an information and data system that contributes to achieving efficiency and effectiveness in planning.

Future Research

The study proposes a set of studies and research that can be conducted in the future, namely:

- Expanding studies and research related to the impact of high-performance human resources practices in institutions and companies in the Kingdom of Saudi Arabia on employee performance and productivity levels and the factors affecting them.
- Expanding Conducting studies and research related to organizational leadership in institutions and companies in the Kingdom of Saudi Arabia and the factors affecting it.

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