

## Challenges and Factors Affecting Localization of Nursing Workforce at Saudi Arabia – A Scoping Review

Ghada Hamouda

Ohood Felemban

Rahmah Ali Hassan Al- Dhwan

Faculty of Nursing || King Abdul- Aziz University || KSA

**Abstract:** The study aimed to identify the challenges and factors that affect the localization of the nursing workforce in Saudi Arabia. To achieve this objective, the study used the scoping review method through reviewing previous studies, where the number of studies reviewed reached (19) studies. The study reached several results, the most important of which are: there is a severe shortage of Gulf human cadres in the field of nursing, due to the low view of the profession, which prevents males and females from working in it. The mixing imposed by the necessities of the profession, and the possibility of the nurse providing services to male patients, which prompts the family not to enroll their daughters in this educational and career path. In addition, the study found that the low salary scale prevents engaging in the nursing profession. The study recommended a number of recommendations, including: educating citizens and spreading adequate awareness of the importance of the nursing profession in society, and changing the society's view of it. In addition to that, the need to develop local nursing competencies through holding training courses and workshops to compete with foreign competencies. also, the study recommended supporting and motivating students to enroll in nursing colleges in the Kingdom, and providing all logistical services from medical supplies, devices, equipment and materials for the health care system. It also recommended providing institutional support to nursing workers and persuading the administrative leadership and its commitment towards the localization of the workforce.

**Keywords:** Localization of Nursing- Saudi Arabia- Nursing.

## التحديات والعوامل التي تؤثر على توطين القوى العاملة التمريضية في المملكة العربية السعودية – دراسة استقرائية

غادة حموده

عهد عثمان فلمبان

رحمه علي حسن الضوان

كلية التمريض || جامعة الملك عبد العزيز || المملكة العربية السعودية

**المستخلص:** هدفت الدراسة إلى تقييم التحديات والعوامل التي تؤثر على توطين القوى العاملة التمريضية في مستشفيات العسير، ولتحقيق هذا الهدف استخدمت الدراسة الأسلوب الاستقرائي، من خلال مراجعة الدراسات الأدبية حيث بلغ عدد الدراسات الأدبية التي تم مراجعتها (19) دراسة. وتوصلت الدراسة إلى عدة نتائج أهمها: أن هناك نقص حاد في الكوادر البشرية الخليجية في مجال التمريض وذلك بسبب النظرة المتدنية للمهنة والتي تمنع الذكور والإناث من العمل فيها، كما توصلت الدراسة إلى أن النوبات الليلية

للمهنة تشكل تحديًا كبيرًا للممرضات بسبب بقائهن خارج المنزل ليلاً، كما أن الاختلاط الذي تفرضه ضرورات المهنة، وإمكانية قيام الممرضة بتقديم خدمات للمرضى الذكور، الأمر الذي يدفع الأسرة إلى عدم إلحاق بناتها بهذا المسار التعليمي والوظيفي، بالإضافة لذلك توصلت الدراسة إلى أن سلم الرواتب المنخفض يمنع الانخراط بمهنة التمريض. وأوصت الدراسة بعدد من التوصيات منها: توعية المواطنين ونشر الوعي الكافي بأهمية مهنة التمريض في المجتمع، وتغيير نظرة المجتمع إليها، كما أوصت الدراسة بضرورة تطوير الكفاءات التمريضية المحلية وذلك من خلال عقد دورات تدريبية وورشات عمل لتنافس الكفاءات الأجنبية. بالإضافة لذلك أوصت الدراسة بدعم وتحفيز الطلاب على الالتحاق بكليات التمريض في المملكة، وتوفير كافة الخدمات اللوجستية من المستلزمات الطبية والأجهزة والمعدات والمواد الخاصة بنظام الرعاية الصحية. كما أوصت بتقديم الدعم المؤسسي للعاملين في التمريض واقناع القيادة الإدارية والتزامها باتجاه توطيد القوى العاملة.

الكلمات المفتاحية: توطيد التمريض - السعودية - التمريض.

## Introduction.

The Kingdom of Saudi Arabia (KSA) is currently passing through a significant national transformation phase to achieve the maximum rates of economic and social development, through a process serves as a roadmap for the future, known as Saudi Vision 2030 (Saudi Arabia's Vision 2030). Health care sector is one of the most important and largest sectors that contribute to achieving the goals of the Kingdom's vision. The nursing profession represents a significant component of the healthcare system, and they represent the greatest number of the healthcare professionals in the KSA, that's why Saudi nursing reforms will be extremely important to the transformation's success (Alluhidan, et al. 2020).

One of the ministry of health's goals for contributing to the kingdom vision 2030 is to improve the attractiveness of nursing as a desired career option and to shed light on its critical role in the multidisciplinary healthcare provider. However, there is a noticeable improvement in the nursing workforce in the Kingdom, but many challenges constitute an obstacle for the advancement of this profession, one of these challenges is that most of the nursing workforce are expatriates (non- Saudi nurses), although the new policies call for an increase in the number of Saudi nurses (Alsadaan, N., Jones, L. K., Kimpton, A., & DaCosta, C. 2021)

The latest statistics indicate that as of 2020, KSA had a total of 196,701 nurses, but only 84,384 (around 42.9) were Saudi, most of them are female, compared with 112,316 (around 57.1%) of foreign nurses (nurses with non- Saudi citizenship) are predominantly Indian and Pilipino. (Health Mo ed. Kingdom of Saudi Arabia; 2020). Moreover, the need for nurses in Saudi Arabia is expected to more than double by 2030, as the nation's population continues to expand at a 2.52 percent yearly rate. This means that by 2030, around 150,000 nurse positions should have been filled. To meet this need without relying on foreign recruitment, Saudi Arabia should graduate and hire 10,000 new nurses each year. (Alsufyani, et al 2020.)

Recruitment of expatriate qualified nurses is expensive and often nurses will come up with short-term intentions to work for a few years and return to their families, resulting in a strong attrition rate and therefore a substantial recruitment expense (Aboshaiqah et al., 2016). Expatriate nurses' dedication may

often contribute to a mass evacuation in periods of regional conflict, as in the 1990 Gulf War (Al- Yami and Watson, 2014). Additionally, Current nurse- patient contact practices do not address the needs of Saudi patients due to ethnic, religious and linguistic variations between nurses and patients. (Alshammari, M., et al., 2019).

Thus, this raises serious concerns regarding the importance of nursing workforce localization, The workforce localization system is considered one of the integrated systems for human resources management, as it includes the process of creating and maintaining an environment that encourages national workers through integration and effective linking of the process of localizing jobs and human resource activities, workforce localization requires creating an environment that focuses on the importance of the human element as one of the enterprise's investment assets to reach their maximum potentials and capabilities in pursuit of the objectives of the establishment in which they work (Ali, et al, 2020).

The nursing workforce situation in KSA is precarious due to its low number of nurses trained and imminent loss of large numbers of diploma nurses able to provide direct patient care. Specific cultural challenges such as a strong focus on family roles, especially for women, add to the challenge of expanding the national workforce to meet growing needs (Aboshaiqah et al., 2016).

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Many factors affecting the localization of Saudi nurses have been linked to the provision of an appropriately qualified nursing workforce, good management, appropriate staffing levels and as well as promotes quality of work life, cultures and structures of health systems, achieving this certainly would increase nurse satisfaction, retention and ultimately increase recruitment of Saudi nurses.

So it is relevant to assess Challenges and Factors Affecting Localization of Nursing Workforce in Saudi Arabia with different contexts, can play a role in this regard or not.

### **Study Problem:**

Localization of workforce pertains to the efforts made by the Kingdom to qualify and train citizens to carry out and work efficiently and with high capabilities in the jobs assigned to competencies of non-citizens of the state. To form a better understanding of the process, and to fulfill the objectives of the research, it is important to shed the light on the factors and challenges facing the process.

To that end, the researcher has reviewed different studies to better understand the pillars/factors, and challenges facing the localization process .

The study of Waxin et al (2020) argued that there are different challenges facing the localization of workforce namely poor skills and education, low wages, low level of awareness of career nature, high levels of competition, resistance from expatriates. While the study showed that in order for the localization process to be effective, there is a need to develop communication methods to attract employees who can add value, focus on internal recruitment methods, reserve positions for citizens, and continuously evaluate recruitment practices and its suitability to citizens.

In addition to that, the study of (Bose, & Dey, 2018) showed that availability of expertise is the main factor affecting the success of localization, the localization process can be looked at from another perspective, that is the commitment of the workforce to the work. That said, the study of (El- Dief & El-Dief, 2019) showed that the localization is one of the contextual factors affecting commitment to career choice along with the nature of the industry, social status, and wasta.

As for organizational hierarchy and salaries scale, the study of Aman- Ullah et al (2020) showed that employee empowerment and recognition as well as promotion and incentives play a substantial role in employees' retention. In other words, development of employees and empowering them to take lead positions within the organization, as well as providing them with the compensations they deserve based on a clear performance appraisal are considered important factors that eventually lead to employee retention.

According to Yang & Jiang (2016), the organization should among other factors focus on being transparent on its payment decisions, and to be flexible with employees especially those who prove to have high qualifications, those factors among other were considered determinants of employee retention.

The study of (Waxin et al, 2015) also showed that demographic, educational and motivational aspects represent a challenge to the localization process. In addition to that, the study also argued that economic challenges, social, cultural, political, and legal aspects also have a negative impact on the success of the localization process .

To sum up, the researcher believes that in order to ensure the success of the workforce localization, there are different factors that should be considered. After reviewing related studies, these factors can be grouped into two main groups namely internal factors and external factors. Where internal factors include organizational support that include the availability of the training and capacity building programs for the workforce, and Organizational motivation that include moral & financial motivation provided to the workforce. As for the external factors, this includes the political, economic, social, and legislative factors.

In addition to that, the review of previous studies showed that there are different challenges facing the localization process as showed above. The researcher summed up these challenges into 4 main challenges namely: Availability of Saudi Nurses, Performance of Saudi Nurses (skills and competencies), Distribution of Saudi Nurses, and Government and Management.

To that end, the study problem can be formulated in the following question:

What are the challenges and factors affecting localization of nursing workforce in Saudi Arabia?

### **Study Importance:**

Theoretical importance:

The study is considered a starting point for further research in regard to challenges and factors affecting localization of nursing workforce in Saudi Arabia, where researchers can build on the results of the research to further explore the challenges and factors affecting the workforce localization.

Practical Importance:

The importance of this study can be seen from the variables and dimensions it focuses upon namely in its attempt to identify the challenges and factors affecting localization of nursing workforce at Saudi Arabia that will provides useful information to policy- makers and those responsible for the implementation and effectiveness of their Saudization strategies. In particular, the study will provide evidence about challenges that may face the localization of nursing workforce, and provide important information's about the factors that may affect the localization process of nursing workforce. Also, the study results would be valuable to contribution to the growing body of literature in this topic.

### **Study Methodology.**

The study followed the scoping review method, where it focused on screening previous studies concerning the scope of the study. Where the selection of the studies followed the following criteria:

#### **Inclusion criteria:**

- Studies related to localization of workforce
- Studies published in the timespan between 2014 – 2020
- Peer reviewed studies

#### **Exclusion criteria:**

- Studies not pertaining to localization of workforce
- Studies published before 2014
- Master degree studies
- Phd degree studies

Noting that due to limited resources, and to save time, the researcher selected the most appropriate studies which pertains directly to the aspects of the scoping review, and the studies totaled to 19 studies as showed in the table below:

Title	Year of Publication	Author/s
The moderating role of corporate reputation and employee- company identification on the work- related outcomes of job insecurity resulting from workforce localization policies.	2020	Ali et al
Qualitative study of socio- cultural challenges in the nursing profession in Pakistan.	2020	Abbas, et.al,
Workforce Localization in the Arab Gulf Countries: How Do Organizations Socialize the Members of a Powerful Minority?	2020	Waxin et al
The extent of the effect of saudization on the employment of local labor in private hospitals from the point view of the owner of private hospitals:	2020	Alshuhri,
Job social adaptation for Saudi youth in Saudization jobs according to Vision 2030	2020	Al- Qaws
Nursing education challenges from saudi nurse educators' and leaders' perspectives: A qualitative descriptive study	2019	Alghamdi et al
Workforce localization in the UAE: recruitment and selection challenges and practices in private and public organizations	2018	Waxin et al
WORKFORCE LOCALIZATION IN THE KINGDOM OF SAUDI ARABIA: AN ONTOLOGICAL PERSPECTIVE.	2018	Elgeddawy,.
Localization of human resources in the Kingdom of Saudi Arabia	2018	Al- Qahtani
Saudization and the Nitaqat programs: overview and performance	2016	Koyame,
The effectiveness of a program based on actual counseling in reducing psychological stress among workers in the nursing profession in the Kingdom of Saudi Arabia	2016	Al- Qahtani
Clinical nursing teaching in Saudi Arabia challenges and suggested solutions.	2015	AAI,
Unemployment in Saudi Arabia: Assessment of the Saudization Program and the imperatives leading to youth unemployment.	2015	Kabli,,
Financialization and outsourcing in a different guise: the ethical chaos of workforce localization in the United Arab Emirates.	2015	Goby,
Interpersonal communication and diversity climate: promoting workforce localization in the UAE	2015	Goby et al
Workforce localization in the GCC countries: policies, practices, and the labor- exporting countries.	2015	Hasan,
Saudization framework and unemployment in Saudi Arabia: Antecedents and consequences..	2014	Abouraia,
Challenges facing nursing profession in Saudi Arabia.	2014	Lamadah, & Sayed,
Workforce localization in the Kingdom of Saudi Arabia: Issues and challenges..	2014	Al- Asfour, & Khan,

## Literature Review.

### Introduction:

Localization of human capital is considered one of the most important initiatives through which the government can implement development goals and plans on the ground in the labor market and the resulting reduction of unemployment among citizens. This chapter reviews the results of studies that addressed the topic of workforce localization to reach the results of the study.

### The concept of localization of the workforce:

Localization is a term that recently given to the process of job replacement with citizens, (Waxin et al 2018) defined it as "an integrated human resource management system that includes the process of creating and maintaining an environment that encourages national workers to reach their maximum potentials and abilities in pursuit of the objectives of the facility they work in". in addition to that, the study of (Ali et al 2020) clarified the concept as "qualifying the individual citizen to carry out certain job tasks assigned to non- national competencies, provided that all the elements required to perform the work in the national individual are completed". While the study of (Goby et al, 2015) defined it in a broader and more comprehensive concept as "an integrated system for human resources management, which includes the process of creating and maintaining an environment that encourages national workers to reach their maximum potentials and capabilities in pursuit of achieving the objectives of the establishment in which they work so that this process is based on building specific skills and creating policies and practices. In order to obtain the best performance of the national labor through integration and effective linking of the process of localization management of jobs and human resources activities, the management of workforce localization requires the creation of an environment that focuses on the importance of the human element as one of the establishment's political assets, since the procedures and practices that affect the lives of individuals need to recognize the importance of the benefits that can be achieved through attention to the human element. Where the organizational culture of the establishment, its organizational structure, selection and appointment practices and policies, performance evaluation, rewards, incentives, and career advancement opportunities fundamentally highly affect the management of workforce localization.

### The importance of workforce localization:

The study of Abbas et al (2020) emphasized that localization is one of the main pillars of sustainable and comprehensive development and its importance lies in the failure, or slowdown in finding suitable solutions in a timely manner, which may lead to unfortunate consequences such as the spread of unemployment. and its economic, psychological, and social effects on society. While the study of (Abourai, 2014) mentioned its importance from another side, which is that the workforce localization works to raise the efficiency of young people and enable them to compete fairly in the labor market by

providing them with the appropriate tools, so finding real opportunities for advanced training, development, and qualification in order to achieve social security, raise the standard of living and support the national economy, and provide for the huge sums that are wasted annually by transferring labor funds abroad to contribute to reducing the percentage of crimes and negative social phenomena.

The study of (Al- Asfour, & Khan, 2014) and (Goby, 2015) mentioned the importance of localizing the workforce as an incentive for young people to contribute to the development of their homelands, as it is not just an economic vision to activate the economy and diversify sources of income. Saudi citizens have received a great deal of attention and care in that regard, because investing in the human revolution is the best type of investment, and the development of manpower is greater and more long- term goals, especially in the Saudi society, which is characterized as a youthful society, the majority of its members ranging from eighteen to thirty.

## Results and Discussion.

### Factors affecting the localization of nursing :

According to previous studies, the factors that affect the localization of nursing employment are divided into internal and external factors, following is a description of these factors:

- **Firstly: internal factors:**

The study of (Ali et al 2020) indicated that the success and continuity of the implementation of the localization program depends on institutional support, as the conviction and commitment of administrative leaderships, as it is not logical to start implementing a job localization program in light of the lack of conviction in the competence and ability of the national workforce. Where this conviction should be translated in the form of strong and effective support, given that the decision to localize jobs is a strategic decision and is linked to the strategic objectives of the enterprise, as workforce localization is a strategic decision aimed at long- term investment in the national human element and the success of adopting this philosophy depends on the conviction and belief of the management in the benefits of workforce localization and the localization of national competencies to senior administrative positions is a prominent sign of the success of workforce localization.

Additionally, the study of (Alshuhri, 2020) showed that the success of the Localization process involves providing incentives to citizens to encourage them to occupy jobs to support the wheel of development and progress through:

- Providing a permanent and renewable source of income for citizens.
- Establish a special department for localization.
- Positive outlook for and appreciation of the national workforce.



- Improving working conditions in health institutions in an appropriate manner to encourage citizens to take up jobs.
- Preparing and qualifying local human cadres (nurses) with the same competencies and skills that are characteristic of imported labor.
- Providing opportunities for progress and development for the nursing workforce
- Patriotism to reach its maximum potential.
- Estimate the national human component as a human resource in the long term.
- The top management understands the term workforce localization and manage it effectively.
- Activating the media in removing general misconceptions related to nursing.

Al- Qahtani (2016) explained that the internal factors affecting localization of employment include leadership style, the organization's culture, structures, and human resource management practices. Diagnosing and identifying these challenges is an essential element for the success of the process of workforce localization. The private sector understands what is specifically meant by localizing jobs. Usually, job localization is defined by increasing the number of Saudi workers, and other dimensions such as efficiency, qualifications and capabilities are neglected, while the term "full and optimal use of national labor" that was used by the Workforce Council seems to have not been fully understood well by organizations, so the kingdom needs to adopt a term or modern terms to match the developments and changes in the workplace. The term full and optimal use of national workers can form a framework for practices and localization policies in private sector establishments, and the success of workforce localization depends on the commitment and conviction of private sector owners of the benefits of localization. One of the challenges facing the concept of workforce localization relates to the wrong generalization based on the approach it may be personal. Unfortunately, many organizations still point to the poor performance of some of the national workers as an example of the failure of the process of workforce localization. Giving the concept of workforce localization a strategic dimension and this is achieved by linking the efforts of workforce localization to the strategic objectives of the establishments, so efforts to localize jobs should not be done in isolation from these strategic goals, and in order for organizations to contribute to the development of human resources in the Kingdom of Saudi Arabia, they must begin to change their traditional approach to managing workforce localization to take a long- term strategic dimension.

- **Secondly: external factors:**

External factors are generally characterized by being outside the control of the establishment, and directly or indirectly affecting the process of workforce localization. The external variables and forces include: economic conditions, political and legal considerations, social, cultural, and technological factors. Changes in the external environment will undoubtedly have an impact on the workforce localization by shifting from the current traditional framework to a modern framework that is compatible with the

requirements of the twentieth century. According to (AAl, 2014), some external factors that play a role in the employment of nursing workers, including:

- Society's despised view of the profession of nursing
- Foreign competencies are better than national competencies.
- The nursing needs of the Kingdom of Saudi Arabia exceed the supply of Saudi nurses.
- The family dispute over the nature of work, especially for females, long working hours, and mixing between the two sexes.

#### **Challenges facing the localization of the workforce in the health sector:**

Despite the efforts made by the government to make the trend towards workforce localization in the health sector a success, this approach meets many trends of multiple sources and forms. By reviewing the results of previous studies, it becomes clear that there are internal obstacles that are distributed between the citizen, the health organization, the government agencies organizing localization and the society that includes these groups. In this regard, the study of (Al- Qaws, 2014) pinpointed the challenges related to the citizens themselves, which are as follow:

- The tendency of national education professionals to take easy theoretical disciplines and move away from the scientific specializations needed by the Saudi labor market, the most important of which is nursing.
- Citizens' preference to reside and work in urban and tourist areas, and their unwillingness to work in other remote areas, with the ability of expatriate workers to do so.
- Lack of awareness among Saudi citizens of the importance of localization of workforce.
- The study of (Lamadah, & Sayed, 2014) found some challenges related to the organizations such as: Relying on productivity and profitability only in the comparison between the national and expatriate components without taking into account the other indirect costs of foreign labor and balancing it with its productivity.
- The reluctance of some health organizations to employ Saudi workers, claiming that they are less productive than foreign workers and are more expensive to train.
- The unwillingness of foreign nurses to train Saudis who have recently entered work for fear that they will take their places and be replaced with.
- Some business owners evade the obligations of the localization plans, by fixing low wages for those who are employed from among the citizens, which leads them to resign due to insufficient wages for the requirements of living.

The study of (Waxin et al 2020) also emphasized the set of constraints related to regulatory bodies that prevent the success of the orientation towards localization in jobs, which are as follows:

- Localization focuses on activities that are difficult to replace by national workers in the near future, and there are rare numbers of national workers in them in the near future, and there are rare numbers of qualified national youth to work in them, such as building and construction fields that achieve a ratio of nearly half of the expatriate workforce in the Saudi labor market.
- The weakness and inaccuracy of the labor market data has made the assessment of the level of achievement of localization projects a subject of ongoing debate among the local public opinion, especially in light of the failure to use a clear and agreed standard to extract this information, which must be based on the sample statistical survey of the workforce.
- The General Investment Authority opened the way for the individual foreign investor at the beginning of its work, and in most investment fields, which caused a great obstacle to the investor citizen and to Localization, although it finally corrected that step by restricting foreign investment in foreign companies in which the citizen owns 25% of the capital and more.
- The perception and equal treatment faced by establishments that achieve other localization ratios that have not achieved the percentages required by workers in labor offices.

In the same context, previous studies confirmed the existence of community- related obstacles hindering the localization process such as:

- The Saudi family's view of the nursing profession that it is a lowly profession and that the Saudi citizens are not fit for this profession.
- The family and society did not discover the talents and skills of their children to help them achieve their desires in line with the future aspirations of the family.

The study of (Alghamdi et al 2019) indicated that there are obstacles related to the outputs of nursing colleges in the Kingdom of Saudi Arabia. And the study of (AAI, 2015) dealt with the outputs of colleges of nursing in the Kingdom of Saudi Arabia, where it was concluded that the experience in nursing is based on more than forty years ago. When the Ministry of Health established the first two nursing schools in Riyadh and Jeddah in 1381 AH. These two schools were the nucleus for qualifying Saudi cadres to work in this field, which represents the backbone of medical activity in any health institution. Not long ago, in 1412 AH, the number of health institutes approached fifty. In 1413 AH, the application of the intermediate university nursing system began with the opening of three colleges for intermediate health sciences for boys in Riyadh, Abha and Dammam, in addition to three colleges for girls in Riyadh, Jeddah and Onaiza. At the end of 1415 AH, the number of colleges of intermediate health sciences reached thirteen colleges, including seven colleges for boys and six colleges for girls. In 1412 AH, 32,180 medical technicians graduated from both genders, and nursing positions are included in this statistic. At the end of 1424 AH, the Kingdom witnessed the establishment of the first specialized nursing college. According to statistics from the Ministry of Economy and Planning, the number of nursing jobs occupied in the Kingdom reached 66,984 of both sexes in 1420 AH, of which 37,126 jobs were in the Ministry of Health,

and 17,212 were in other government agencies, while there are 12,610 jobs in the private sector, and according to the same statistics, there is one nurse for every 296 citizens, a rate that needs to be reduced to 250 based on the appropriate criteria, and with consideration to many indicators, the Saudi nurse is still within a small margin of the workforce in this field. This margin does not exceed 18% among non- Saudi male and female workers, as the rate of saudization of nursing jobs in them does not exceed 1% only, and the percentage of Saudi nursing in Ministry of Health hospitals reaches 27%, and 15% in other government hospitals, and 50% of female graduates Nursing in pursuit of a better position, or returning home. For this reason and that, the phenomenon has spread globally and is still a source of concern for those in charge of medical policies, and the problem is in the local Saudi dimension - it is at the forefront of the challenges that nursing faces. Dropout does not necessarily mean resignation from the job, but rather means the transfer of nursing work, especially women, from nursing to administrative work in the location in which you work, and this indicates that the problem of leakage needs to be confronted with a strategic approach in which the medical institutions guarantee a reasonable number of cadres whose specializations and tasks are distributed among different fields in the specialties that the health services need in the country. This requires action in a manner that takes into account the future of the profession, the future of health services, and the growing population. In addition to the Localization, which must coincide with the benefit from the foreign manpower, which currently secures about 80% of the nursing jobs in the Kingdom.

The study of (Alshuhri, 2020) confirms that the nursing problems in Saudi Arabia are represented in the limited resources, whether they are human resources, devices, equipment, or medical materials. All countries of the world, and if high- end and fast health care is provided for every human being, the financial allocations for health systems must be greatly increased, and it is difficult for most countries of the world to provide the necessary financial resources to provide satisfactory health care for all residents, and to fill the deficit in public health services, countries encourage the private sector to provide parallel health services for those able to afford it or allocate part of the health services with the commitment to provide basic health services, and some public hospitals or some of their departments suffer great pressure on their services, either because of the lack of human resources of doctors, nurses and technicians, or because of insufficient or the unavailability of equipment, materials and equipment, or expensive medical services, these hospitals are able to alleviate the pressure on some of their services by allocating a part of them, and this allocation comes by allowing private medical teams to provide these services either through private medical institutions, or allocating places in public health buildings for staff and private medical devices, and public hospitals can conclude some agreements with medical staff or institutions at competitive prices to reduce waiting times for patients for some clinics or reducing health care costs, but it is difficult for most of them to bear the full costs of treatment, and if partial allocation is allowed, this will enable patients who are most in need of urgent care or are unwilling to wait to undergo

part of the medical examinations and tests and then benefit from the services of other government hospitals at a later time. The partial allocation of some services will differ from one hospital to another and as a result, the hospital administration bears the responsibility of determining the services that can be provided from outside the hospital, and this may be subject to some unsatisfactory practices or abuses.

AAI (2015) confirms that with the increase in health care costs, reducing the number of male and female nurses is often seen as the rationale for combating that increase in health care costs. Inadequate staffing or increased job responsibilities both cause problems and stress for nurses. This is especially true for those working nurses who are faced with a variety of severe patient conditions, and in response, some states have adopted legislation to delegate a fixed nurse- to- patient ratio.

### **Summary of results.**

After reviewing the results of previous studies, it was found that the concept of workforce localization is one of the most important concepts that help achieve development plans and goals. Many researchers have addressed the concept of workforce localization, and through their definitions, it is clear that workforce localization is a system aimed at managing human resources that includes qualifying local citizens to fill jobs entrusted to non- national competencies, with the aim of raising the efficiency and empowerment of young citizens, reducing unemployment rates, achieving social security, preserving local culture, raising the standard of living and supporting the national economy.

Some previous studies focused on the factors affecting the workforce localization, and these studies confirmed the existence of internal factors, such as institutional support and the administrative leadership's conviction and commitment towards the orientation towards the workforce localization, as well as the incentives provided to the citizens, such as increasing wages and improving working conditions. Studies have also emphasized the importance of the role of organizational culture in the process of workforce localization, as providing values and philosophies towards national employment affects without the least doubt influencing job localization policies and practices, as workforce localization efforts must be linked to the strategic objectives of the establishments, and some studies confirmed the existence of external factors affecting workforce localization represented in the view of society and the family, and the availability of national competencies compared to foreign competencies.

The previous studies came to confirm the existence of challenges and obstacles to the localization of nursing workers in the Kingdom of Saudi Arabia. Among the most important of these challenges are the negative attitudes of citizens towards the nursing profession, and the organizations' preference for foreign competencies over local competencies in terms of achieving profitable productivity, as some business owners evade the obligations of workforce localization plans.

The General Investment Authority opened the way for the individual foreign investor at the beginning of its work, and studies indicated that there are obstacles related to society and its worldly view

of the nursing profession, and the destruction of the availability of sufficient awareness of the importance of the role of nursing in the health field. The number of nursing colleges is not sufficient to meet the nursing need in the Kingdom, which drives health institutions to attract foreign workers. Among the few obstacles are courses, seminars, and scientific meetings that contribute to developing the performance and efficiency of nurses, and the nurse bears the costs of these courses, which makes them bear a financial burden that exceeds their burdens, and among the challenges facing the nursing workforce, the limited resources, whether they are human resources, equipment, or with medical devices or materials, and limited resources result from their high costs and insufficient financial resources allocated to health care.

### **Recommendations.**

Through the findings of the study, the study recommends working on educating citizens and spreading adequate awareness of the importance of the nursing profession in society, changing the society's view towards it, and working to develop local nursing competencies through holding free training courses, workshops and scientific meetings to match foreign competencies in achieving productivity and profitability, reducing the attraction of individual foreign labor and investing in local labor, especially in the field of nursing and healthcare, and placing related stakeholders in their responsibilities towards planning for the localization of nursing labor, working to support and motivate students to enroll in nursing colleges in the Kingdom, in addition to providing all the logistics of medical supplies, equipment, and special materials for health care, and working to qualify local citizens to occupy jobs entrusted to non- national competencies to raise the efficiency and empowerment of young citizens, and to provide projects that reduce unemployment rates, raise the standard of living and support the national economy, and work to provide institutional support for nursing workers. In specific, the following are the main recommendations that were reached by the study:

1. Educating citizens and spreading adequate awareness of the importance of the nursing profession in society, and changing the society's view towards it.
2. Working on developing local nursing competencies by holding free training courses, holding workshops and scientific meetings to match foreign competencies in achieving profitability.
3. Reducing the attraction of individual foreign labor and investing in local labor, especially in the field of nursing.
4. Supporting and motivating students to enroll in nursing colleges in the Kingdom.
5. Providing all the logistics of medical supplies, devices, equipment, and special materials for health care system.
6. Providing projects that reduce unemployment rates, raise the standard of living and support the national economy.

7. Work to provide institutional support for nursing workers, and the administrative leadership's conviction and commitment towards the direction of workforce localization.
8. Strengthening the role of organizational culture in the localization process, by providing values and philosophies towards national employment and linking efforts to localize jobs with the strategic objectives of establishments and institutions.

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