

PACK COMMUNITY SURVEY · FINDINGS REPORT

The Human Factor

What Kuwait's People & Culture community really
thinks about the role, value, and future of HR.



INTRODUCTION

This report

This report draws on **two sources**, spanning circa 50 leaders and managers working in HR / People & Culture in Kuwait: a PACK community survey and a focus group. Together they show how HR is understood, valued and challenged today. The report closes with practical **quick wins** any organisation can start using right away.

01

The findings

Two channels. One community.
A candid look at how HR is understood, valued, and challenged today.

Please note: As most 'people functions' in Kuwait are termed 'HR' we posed all questions as such and relate to 'HR' in the findings. We believe there is an important difference between 'HR' and 'People & Culture' as we explore.

The role of HR

Respondents largely see HR as a **link between business and people** — balancing organizational goals with employee needs so both sides win.

01

Strategic partner

Shapes culture, builds trust and psychological safety, and translates leadership's direction into action.

02

Human advocate

Protects the "human factor": humanity and fairness within the business, while still driving performance.

03

The mechanics

Workforce planning, talent analytics, matching skills to business needs, and inclusive hiring decisions.

HR is equal parts strategic enabler and human advocate — aligning people, culture, and business outcomes.

SLIDE 05

Undervalued and misunderstood

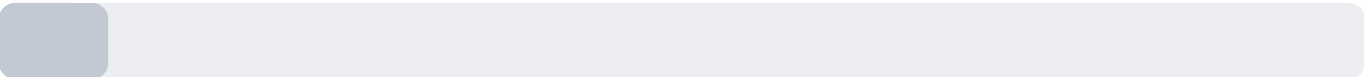
Most CEOs see HR as an **administrative / compliance cost center** — not a strategic partner. HR is blamed for problems it doesn't fully control, while others escape scrutiny.

Bottom line: CEOs prioritize business results over HR's people-focused potential — and some HR leaders worsen this by over-accommodating instead of asserting strategic value.

Do CEOs / Senior Management understand the true role of HR?

Share of respondents

Yes 8%



No 92%



92%

said leadership does **not** understand the true role of HR.

If HR disappeared tomorrow

Lose the glue

Retention, mediation, legal/compliance protection, and governance would all suffer.

Leaders distracted

Executives pulled away from running the business to handle people problems directly.

Drift from strategy

Without HR's alignment function, employees stay productive but drift out of sync.

Scales with size

Impact scatters in large orgs; stunts growth in smaller ones. Context matters.



HR is the business's soul — its governance framework and organizational glue.

Its absence would be felt far beyond operational disruption.

How HR contributes to business objectives

Respondents shared concrete examples of connecting people work to measurable outcomes.

70% → 89%

Staff retention raised through recognition and engagement initiatives.

Source: survey respondent

Communication

Translating high-level business objectives to what it means day-to-day for employees.

Right people

Values-aligned recruiting reducing turnover; closing skills gaps.

Faster & leaner

Workforce analytics & KPIs enabling faster approvals and cost savings.

Structured 1:1s

Fewer issues, better retention, and frontline employees engaged in strategy.

A few respondents noted objectives were never clearly communicated, or that HR is treated purely as an admin function — leaving little room to connect.

Top challenges HR is facing

Three challenges were flagged by nearly **every** respondent.

01

No CEO / management support

The single most-cited barrier to HR making strategic impact.

02

Securing budget approval

People initiatives struggle to win the funding they need.

03

No seat at the table

Left out of the strategic decisions that shape the workforce.

Also raised: a broader lack of credibility, authority and trust · a general lack of respect for HR · knowing how to frame People & Culture issues effectively to leadership.

Creating the business case for HR investment

Concrete initiatives respondents used to justify — and prove — the value of people spend.

+30%

increase in positive internal-survey feedback, driven by well-being initiatives tied to major events.

Source: survey respondent

Fairness & trust

Grievance committees for transparency; recognition & awards programs.

Capability building

Closing performance gaps and upskilling beyond current roles.

Lean & lasting

Budget-conscious hiring, bilingual training, bite-size learning, reduced paper.

Proven ROI

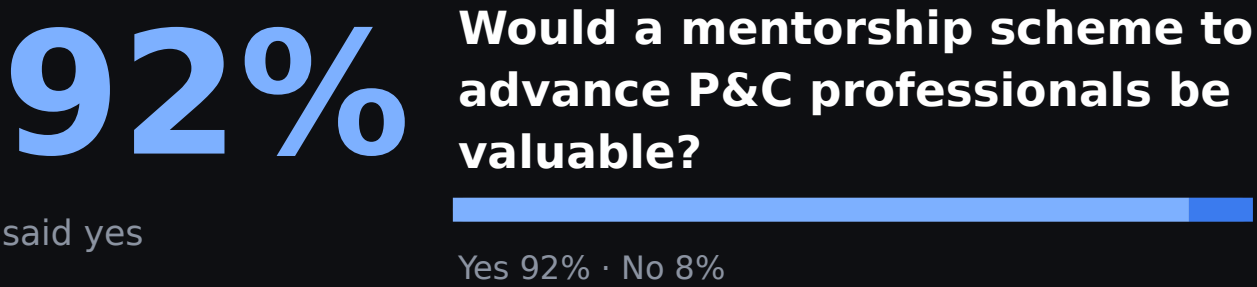
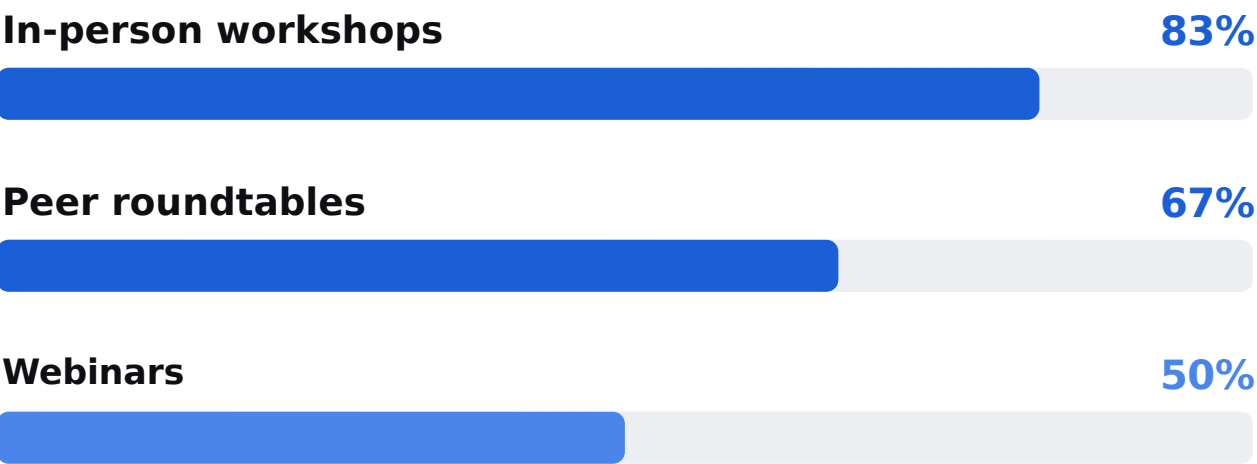
Introduce lasting KPI frameworks.

The support the PACK community wants

Which people topics are you interested in hearing about?



Which formats of support are you interested in?



What the PACK focus group revealed

Kuwait HR leaders on shifting from transactional administration to strategic People & Culture.

**Enabler,
not owner.**

HR's value now lies in coaching and equipping leaders — not owning every people problem in the business.

Strategic message

HR must drive performance through people, leadership and culture.

Main gap

HR is still widely perceived as policies, visas, payroll and administration.

Strongest lever

Build manager accountability and speak the language of business.

PACK opportunity

Create practical executive conversations and capability-building forums.

Why the shift to People & Culture matters

The Human Factor is the thread connecting **every finding** in this report to business performance.

01

Performance is on the line

70-89% of respondents linked HR initiatives directly to revenue and retention gains.

02

The perception gap is real

92% of respondents said senior leadership doesn't understand HR's true role.

03

Its absence would be felt everywhere

Respondents called HR the business's glue and soul — its loss would be felt everywhere.

The focus group agreed: HR's value depends on the credibility and business impact of the people leading it — not on the function's existence alone. The Human Factor is **what turns HR from a cost centre into a performance driver.**

Quick wins to grow the Human Factor

Practical, low-cost moves that build credibility and momentum for People & Culture.

Quantify the impact.

Turn motivation and employee-experience data into lost-productivity, revenue and recruitment figures for leaders.

[EXOpportunity ROI Calculator → \(link\)](#)

Speak business language

Translate people metrics into the revenue, cost and risk terms leaders already track.

Build manager accountability

Equip managers to own performance conversations instead of escalating them to HR.

Make culture measurable

Audit what leaders actually reward and reinforce — not just the values on the wall.

Pilot and prove it

Start with one initiative — e.g. an Employee Journey Map, recognition scheme, coaching intervention — and track its impact.

ABOUT PACK

Our purpose

Bridging **People & Culture** and the business — translating people's value into the language of leaders, and empowering HR professionals with the tools, knowledge, and influence to deliver it.

Follow us [linkedin.com/company/people-and-culture-kuwait](https://www.linkedin.com/company/people-and-culture-kuwait)

