

The Impacts of Strategic Human Asset on Organizational Performance of Non-governmental Organization in Saudi Arabia: A Pilot Study

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Abstract- Throughout the most recent decade, associations have known about the fundamental job HR play in accomplishing better execution. By and by, non-legislative associations are not completely mindful of this issue and need to utilize human asset systems to improve their authoritative productivity. Along these lines, the reason for this examination was to inspect the connection between Strategic Human Resource Management (SHRM) and authoritative execution in non-legislative associations and to decide the degree of the effect on hierarchical execution of SHRM (obtaining, preparing, maintenance and inside work showcase); Information was gathered through printed copy polls disseminated to 44 administration and non-the board staff of non-benefit associations situated in Riyadh, Al-Qassim and Al-Sharqiyah regions of Saudi Arabia. The examination's instrument included 45 things and was intended to evaluate the acts of Strategic Human Resource (SHR), middle person factors and authoritative execution. Theorized connections between SHRM, hierarchical execution and go-betweens were then tried utilizing Auxiliary Condition Demonstrating. The aftereffects of the investigation indicated that SHRM was fundamentally and emphatically identified with hierarchical execution. Also, the outcomes have indicated that middle person factors, for example, representative commitment, assume a huge job in interceding among SHRM and hierarchical execution. The outcomes indicated that the obtaining and maintenance of each of the four free factors had the best effect on hierarchical execution. What's more, the aftereffects of this examination demonstrated that the intervened factors effectively interceded between the SHRM and the operational presentation of non-legislative associations. At last, the outcomes may help shape the establishment for pragmatic rules for executives of non-administrative associations of advancing human asset the board action and for laborers related to safeguarding their key edge for long haul hierarchical execution.

Keywords: Impacts; SHRM; NGOs; Organizational performance; Saudi Arabia

I. INTRODUCTION

Non-profit organizations today face many competing obstacles that they need to address strategically in order to function effectively in the world of economic non-stability. They will continually improve efficiency by reducing costs, innovating processes and goods, and increasing quality and productivity (Becker and Gerhart, 2016). At the same time, there is a great deal of uncertainty about the recruitment, retention, management and morale of the workforce due to the

shifting relationship between employers and workers and the tight labor market (Wright, Hassan, & Christensen, 2017).

Over the last ten to fifteen years, numerous claims have been made that human capital can be the primary source of sustainable competitive advantage (Ferris, Hochwarter, Buckley, Harrell-Cook and Frink, 2016). Such claims are derived from the firm's resource-based view (Barney, 1995). According to this view, human resources generate value in a way that is unique, cannot be imitated and cannot be substituted (Ferris, Hochwarter, Buckley, Harrell-Cook and Frink, 2016). Such claims laid the basis for the Study of Strategic Human Resources Management (SHRM).

Nevertheless, due to the increasing complexity of the ability of non-governmental organizations (NGOs) to sustain their competitiveness in the current environment, organizations have built wider strategic human resource strategies for the strategy in line with contingency plans, and employees feel secure about career development, wages, benefits and jobs due to the fact that human resource activities are aimed at work.

A number of empiric human resource studies have suggested that strategic human resource affect employee attitudes and actions towards organizational support, resulting in employee outcomes such as efficiency and withdrawal behaviour. In general, the model claims that SHRM directly affects workers in the context of HR activities, either by increasing human resources or by empowering them. This has also had an effect on operational outcomes such as efficiency, customer care, withdrawal behavior and other operational outcomes. According to Delaney and Huselid (2016), the introduction of human resource activities that influence motivation, ability and actions can create a strategic advantage for the organization. However, the application of human resource activities has a connection with the understanding and engagement of workers as to how they believe the company should help or care for them in terms of well-being. According to the Social Exchange Theory (Blau, 1964) and the Organizational Support Theory (Eisenberger, Huntington, Hutchinson and Sowa, 1986), the functions of perceived organizational support and employee perceptions of HR activities and job outcomes are associated. The understanding of organizational help causes the employee, in effect, to feel

the obligation to perform his or her duties through an affective engagement accordingly.

Empirical studies indicate that a range of human resource strategies, including systematic recruiting and selection, the internal labor market, compensation and performance management processes, training and active engagement of employees, will enhance the acquisition and retention of skilled and motivated workers (Gope, Elia, & Passiante, 2018). Such HR activities are generally referred to as the High-Performance Work System (HPWS) or in terms of a high degree of engagement or dedication. The HPWS research is based on the Strategic Human Resources Management (SHRM) report.

HPWS may discuss how a specific range of management strategies encompasses how SHRM and workplace relationships contribute to employee outcomes through organizational support or have a direct effect on the outcome. It is increasingly evident that one of the keys to good organizational results is people within companies and management systems who are improving their skills and capabilities. The High-Performance Work Systems (HPWS) model focuses on core aspects of creativity in the workforce, employee engagement and involvement, and equity and diversity in processes (Groves, 2019).

The behavioral viewpoint (Jackson, Schuler, & Rivero, 1987) indicates that an efficient HR management program should obtain, grow and encourage the habits required to improve firm efficiency (Haridakis, Lai, & Cooper, 2017). The behavioral viewpoint explains how the HR management system develops new firm capabilities, while resource-based theory stresses the characteristics required for such capabilities to produce competitive advantage. Which are consistent with theoretical research in the field of strategic governance (Amit and Shoemaker, 1993).

Empirical studies have examined the impact of HR practices (HRPs) on various aspects of organizational performance (Guest 2017; Huselid, 1995; Wall and Wood, 2015; Wright and Boswell, 2012) as well as on a range of employee commitments and behavior at work (Appelbaum et al., 2000; Guest, 2017; Godard, 2016; Ramsey et al., 2015). However, pathways connecting SHR activities to both organizational success and employee-related results have not received systematic research attention from NGOs. The present study focuses on the relationship between SHR activities and organizational efficiency, as well as on the mediating role of employees' work obligations in these organizations. The study examined the following research questions:

1. Is there an impact for strategic acquisition on organizational performance?
2. Is there an impact for strategic retention on organizational performance?
3. Is there an impact for strategic training on organizational performance?

4. Is there an impact for strategic internal labour market on organizational performance?
5. Does the employee commitment an impact between SHRM and organizational performance?

The study also developed the following null hypothesis:

1. H1: There is a statistically significant impact for the strategic acquisition on organizational performance
2. H2: There is a statistically significant impact for the strategic retention on organizational performance.
3. H3: There is a statistically significant impact for the strategic training on organizational performance.
4. H4: There is a statistically significant impact for the strategic internal labor market on organizational performance.
5. H5: There is a statistically significant impact of the employee commitment between SHRM and organizational performance.

Evidence from various past studies stated that the existing Evidence is not enough Strategic Human Resource on Organizational Performance of NGOs in Saudi Arabia. It is from this perspective that this study will be contributing to knowledge. The rest of the study is divided into three sections: Section two deals with the literature review, section three deals with methodology empirical analysis respectively, while section four concerns conclusion and recommendations.

II. LITERATURE REVIEW

2.1 Methodologies in Reviewing HRM Practices

The association between the HRM rehearsals and the final execution of the HRM rehearsals, instead of the distinctive observational relationship, was the subject of an essential examination of the trial. Jackson, Schuler, and Rivero (1989) reviewed the effects of HRM systems on final budgetary performance through a behavioral approach. They found that it is essential, for a definitive sensitivity, for HRM systems to give firms the ability to obtain, produce, convince and hold agents that will enhance different levelled amplexness.

In illuminating the importance of HR to the firm's execution, most of the work in HRM captured the firm's asset-based view (Barney, 1991; Delery, 1996). As this view shows, an association can gain a high ground from the HR it has. In any event, the association does not, by any means, get a high ground from the HRM techniques, but, essentially, from the HR that the association employs and maintains (Delery, 1996). These theoretical conflicts point to the capacity of the general method of managing HR, which revolves around capital change. However, in addition to theoretical disputes, there have also been observational assertions in support of a positive association between a far-reaching approach to managing HRM practices and firm execution.

Huselid (1995) examined the impact of the use of thirteen HRM rehearsals on the firm's execution. Two measures of HRM practice have been distinguished. The first was assigned

"employee skills and organizational structures;" work on improving capacity, capacity, and part execution; and the second was called "worker inspiration," with rehearsals aimed at assessing and strengthening wanted worker practices. His discoveries showed that when these two measures were relapsed on efficiency independently, both were sure and huge; however, when they were taken all the time, only the measure of inspiration remained noteworthy.

2.2 SHRM

Pearce and Robinson (1988) characterized strategic administration as the arrangement of choices and activities, the development of planning and the updating of procedures intended to achieve hierarchical objectives. As Kanter has indicated. (1984) its motivation is to: "elicit presentations for the future" and to become an "action vehicle—integrating and firming mechanisms for change." The idea of key administration is based on the idea of technology. In this way, the system is the approach chosen to achieve the pre-ordained objectives that organizations might want to achieve later. Just as per Chandler. (1962) The technique is "the determination of the long-term objectives and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for the achievement of those objectives." These descriptions mean, in large part, that the key HRM is a transition from the ideas of the business system and the HR (Boxall, 1996).

Late assumptions show that the upper hand of the organization could be created from the organization's (HR) system. According to an asset-based view (Barney, 1986), the association could make the overseas high ground by motivating itself in a way that is phenomenal and difficult for the contenders to copy. Customary wellsprings of high ground, such as trademark assets, development and money-related parts of the scale, have ended up being logically easy to duplicate. The possibility of HR as a key asset has proposals to address this issue. HR is an intangible asset that takes into account when it is introduced into the operating system in a way that redesigns the association's ability to deal with a turbulent situation.

Changes in acceptance of SHRM are examined in this way through best-fit, best-sharp, and configuration approaches that have a critical impact on the appreciation of SHRM dedication, through extended, high-level and inclusive consideration, for the different levelled executions. Undoubtedly, it ends up being certain that, whether the point of convergence of SHRM is in the course of action with the external setting or on the internal setting of the firm, the importance of SHRM must be greatly underestimated in relation to the different levelled executions, paying little attention to whether that is the extent to which the money related consideration included and the extended specialist financial consideration; According to Guest (2001), speculative research shows that SHRM practices are not established and, as needed, researchers tend to choose the

course of action of SHRM chips, depending on the theoretical perspective used.

As far as HR is concerned, hones are imperative; the composition often relies on packs of HR rehearsals as determinants of firm execution (Lepak et al., 2008). The HRM rehearsals for this investigation are included in the review by Ahmad and Schroeder (2003) and include specific resourcing, preparation and advancement, group utilization and decentralization, data sharing and implementation incentives for enrolling and compensating workers, and so on.

2.3 The Environment of SHRM in HR

As noted above, HRM has characterized an approach that structures how the organization points and targets will be exported through individual HR practices and coordinated HR strategies and practices. SHRM is thought to be an attitude that underscores particular ideas and sees instead of an arrangement of rules, methods and directions. These techniques help to lay the groundwork for key audits in which reviews of authoritative settings and existing HR practices prompt decision-making on key assumptions, generally developing or specific HR methodologies. Key HRM includes the activity of key decisions (which is dependably there) and the foundation of key needs (Armstrong, 2009).

SHRM is not only making key arrangements, but also providing for a viable execution of the procedure and the strategic conduct of the HR authorities working with their partners once a day to ensure that the objectives of the organization are achieved and that their esteem is maintained and incorporated.

The key point of key HRM is to produce authoritative capacity by guaranteeing that the organization has the talented, drawn in, conferred and all-inspired representatives to accomplish managed upper hand. As indicated by Armstrong (2009), extensively, this key HRM has a few fundamental destinations; the main target is to achieve mix vertically with business procedures and on a level plane with HR techniques. The second objective is to manage the organization in a turbulent situation, bearing in mind the ultimate goal of meeting hierarchical requests and individual and aggregate representative needs. These needs and requests must be met through the creation and implementation of rational and reasonable HR approaches and programs. The key HRM is, for the most part, about mixing and changing. Its main point is to ensure that: 1) HR organization is totally planned with the framework and key needs of the firm; 2) HR game plans stick both transversely finished approach areas and across finished movements; and 3) HR practices are adjusted, recognized and used by line executives and delegates as a segment of their standard work (Armstrong, 2009)

2.4 SHRM in NGO Organizations

SHRM has just received superficial consideration in non-governmental organisations. However, the powerful use of HR is of

fundamental importance. Contents shown in the previously mentioned writing of declining enterprises and declining private institutions suggest that organizations that interface their HR needs with key arrangements will be more effective than organizations that fail to do so.

Consistent times of development in non-governmental organizations have provided a framework for instructive pioneers who have worked out how to deal with the abundance of understudy, labor force and subsidies. Since schools and colleges are difficult to oversee due to their temperament (Cyert, 1978), the time of decay presents a special difficult undertaking for executives, these difficulties and difficulties may give rise to open administrative doors, irrespective of the issues. As a result of the distribution of the "Academic Strategy" (Keler, 1983), a number of firms have been inspired by the launch of a key approach to dealing with HRM in their organizations.

Others saved judgment while anticipating more convincing evidence that training would be profitable. It is crude to write about how organizations rehearse key HRM and how effective they are accordingly. In the mid-1980s, two persuasive investigations recognized the intention of profit-making and non-profit organizations to deal deliberately with their HR rehearsals (Misa and Stein, 1983; Smith Cook and Ferris, 1986). The two examinations inferred that the HRM exercises of high-performing firms in the investigation are mirrored by a strategic introduction

2.5 HRM Configurations

2.5.1 Acquisition

Acquisition is the procedure for organizing and estimating, enlisting, evaluating and selecting representatives, setting performance standards or expectations, and managing employees' performance (Terpstra & Rozell, 1993). Acquisition is essential in building the overall level of human capital of an organization by acquiring talent with specialized knowledge and experience from outside the organization. HR planning, extensive recruitment and selective staffing practices have been seen as key to the acquisition of higher levels of human capital (Koch & McGrath, 1996; Terpstra & Rozell, 1993). Effective acquisition management enables organizations to perform these functions and to better align workforce management and improve performance in a fine manner. Hiring the right person is one of the most important functions of HRM for the organization (Crowley, 1999). By hiring the right candidate, the organization can save training effort and time, increase retention rates and reduce turnover (Terpstra & Rozell, 1993). As a result, acquisition practices lead to financial success and therefore increased organizational performance (Terpstra & Rozell, 1993). Acquisition is the procedure for organizing and estimating, enlisting, evaluating and selecting representatives, setting performance standards or expectations, and managing employees' performance (Terpstra & Rozell, 1993). Acquisition is essential in building the overall level of human

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2.5.2 Training & Development

Improving training is a field concern about categorized movement aimed at improving the execution of people and gatherings in authoritative settings (Barrett and Connell, 2001). Swanson (1995) characterized preparation and improvement as a methodological process of creating people's ability to improve execution. The organization strategically implements training and development programs to enhance the skills and information of workers in their current occupations and to make them ready for future employment.

As indicated by the trade hypothesis, this speculation can make an ethical commitment on the part of representatives to ensure that the organization receives its cash value and, in return, increases organizational performance (Harel & Tzafir, 1999).

As a result, employees need to be trained and retrained to meet their business needs. Training may be carried out on-or even by consultants. Training and development are expected to be a systematic process for developing individual expertise in order to improve personal and organizational performance. The organization strategically implements training and development programs to improve staff skills and knowledge of their current jobs and to prepare employees for future jobs.

(Hare & Tzafir, 1999) Researchers (e.g. Bartel, 2004; McElroy, 2001) have found evidence to support the notion that training activities are building human capital, which in turn influence organizational performance.

Numerous studies also suggested that training and development play a critical role in the development and maintenance of competitive advantages and retention of employees (e.g., Barrett & O'Connell, 2001).

2.5.3 Internal Labor Market (ILM)

ILM refers to the portability of the representative within the organization. Harel and Tzafir (1999) recommended that representative versatility could enhance hierarchical execution in two ways. Right off the bat, learning, background and fulfillment in the workplace are directly advanced. It may also

reduce enrolment, choice and cost preparation. Inner work shows a one-trade process (Baron and Kreps, 1999); directors who are likely to advance the inward worker may hope to increase the extended execution as a result. Analysts have found that the open door for the advancement of the profession offered by the organization to its workers is definitely a matter of authoritative execution (Delery, 1996; Huselid, 1996).

2.5.4 Retention

Maintenance systems refer to the methods, plan or set of essential leadership actions set up by organizations to hold their workforce to work (Gberevbie, 2008). Analysts have found that representatives are likely to remain and work towards the effective achievement of authoritative objectives when proper labor maintenance procedures are received and implemented by organizations (Amadasu, 2003).

Studies have shown that proper worker maintenance systems, for example, work-fulfillment resulting from appropriate awards (Gomez-Mejia, Balkin and Cardy, 2001), pay-performance (Griffeth, Hom, and Gaetner, 2000), representative preparation and career advancement, production of a social group in a working environment that improves social ties, for example, empowering a representative.

The test for most organizations is to build capacity to hold their resources. Frank (2004) stated that today, the representatives are not exclusively cash-concentrated, but slightly more concerned about the feeling of contribution, the development of skills, the feeling of being empowered, the working conditions and the outline of the occupation.

Workers may also be less likely to leave the organization if there is a set-up of socialization practices that cultivate evidence of differentiation with the organization (Frank, 2004). A large number of present representatives hope to adjust their own and working lives as the most critical needs that determine their eagerness to remain with the organization (Izzo and Withers, 2002). Manoochehri and Pinkerton (2003) argued that adaptable work schedules and conditions lead to a high level of worker compliance through adaptability and capacity to adjust family needs and work requirements.

2.6 Organizational Performance (OP)

OP shall donate the actual consequences of the organization as estimated against its planned objectives and destinations (Skrinjar, Bosilj, Indihar and Stemberher, 2008). Hierarchical execution includes strategic organizers, activities, funds, legitimate and authoritative advancements. In order for an organization to achieve its objectives, it is essential for each representative to understand the specific parts and responsibilities of the organization with regard to objective achievement, and there must be persistent discussions among the pioneers and workers to determine the wishes for execution, to monitor progress and to assess the outcome (Skrinjar, Bosilj, Indihar and Stemberher, 2008).

Dyer and Reeves (1995) proposed four kinds of authoritative performance measures: (a) HR outcomes; (b) corporate consequences; (c) cost outcomes; and (d) capital market outcomes.

The HR results identify changes in the behavior of the representatives, including turnover rates, non-appearance rates and the performance of the worker. Authoritative results include profitability of work, consumer loyalty and the nature of goods and administrations. Out of the four categories of organizational performance, the organizational outcomes of this study are used to measure organizational performance. In this context, organizational outcomes consist of two primary measures: customer outcomes and operational efficiency outcomes. Customer outcomes refer to changed customer behavior and perceptions such as customer satisfaction, customer complaints, perceived product and service quality. On the other hand, operating efficiency results refer to the level of efficiency achieved by a company through its operational functions (Dyer & Reeves, 1995). Research by Roger and Wrights (1998) indicated that organizational outcomes are the most commonly used organizational performance measurements compared to the other three outcomes.

2.7 Employee Commitment

According to Maheshwari (2005), the implementation of human resource practices leads to an increased commitment of employees. He suggested increased bonding, and states need to reform their human resource management practices in an effort to increase employee involvement and hence commitment. Smeenk (2006) examined the factors affecting organizational commitment and found that issues such as compensation, training, career mobility, age organizational culture, working time, organizational tenure and social importance all affect employees' overall organizational commitment and therefore overall performance.

Zhu (2007) indicates that various human resource management practices have significantly determined organizational commitment and that organizational commitment has been affected by the fitness, remuneration, recognition and opportunities for undertaking challenging organizational tasks. Chan (2004) examined the impact of human resource practices on organizational commitment and found that training and career development were not significantly related to organizational commitment, and challenging assignments were not related to the intention to stay.

2.8 Theoretical Review

The study used the Herzberg Two Factor Theory to clarify the impact of SHRM and the maintenance of workers. As Samuel (2009) indicated, a worker who is not inspired is likely to leave the organization. This hypothesis inferred that a fully-fledged representative was spurred from inside to buckle down and stay in the organization. It takes a gander in two

classes of components related to worker inspiration; satisfies and dissatisfies. Armstrong (2010) gives satisfaction as achievement, recognition, duty, progress and development. Compensation, organization with chief, working conditions, status and security are decreased. As Michael (2008) has pointed out, external factors, such as a high level of work place, professional stability and characteristics, such as improvement and preparation, have a remarkable commitment to representative maintenance in organizations.

Hughes (2010) Employees consider both the inside and the outside elements of an organization to decide whether to stay or leave work, since they do so in return for their administration to the organization. The above infers that both the characteristics and the external factors have an impact on the representative maintenance of the organization should therefore be considered reliably, as these variables are likely to have an impact on maintenance.

It was made by Fiedler (1964). It is the inverse of universal theory and also recognized as "best fit human resource management." The Possibility Hypothesis contends that the methodology of HR would be more powerful only if it is properly put in its reasonable condition and incorporated into a specific authoritative and ecological environment. According to this hypothesis, the HR techniques should, in essence, be coordinated with the conditions of the foundation, including the way of life, operating procedures and external conditions. In this way, the HR systems need to consider the specific needs of both the Foundation and the workers in the light of the fact that the failure to comply with one of these requirements would jeopardize the overall process of organizational improvement.

Mbugua (2015) argues that there is a strain on adjusting outer and inner conditions as organizations seek to address their objectives and the issue of integrating hierarchical and worker needs, particularly in deeply focused labor markets. The best key HRM approach in the circumstances may not be the best approach in different business frameworks, given that firm powers and auxiliary elements are completely different between nations and organizations (Zhu, 2007).

Then again, the official point of view of contingency theory achieved a similar conclusion yet it accentuates that if a business comprehends worker needs, at that point the organization will order strategies and methods that evoke these practices. In light of this point of view, any works on adjusting manager and worker needs would upgrade the feeling of belongingness, and thusly, the representatives would endeavour to accomplish more noteworthy execution. HR can be utilized as a part of numerous approaches to evoke from workers practices predictable with an organization's technique (Delery and Doty, 1996; Eisenhardt, 1988; Fama, 1980).

Be that as it may, the contingency theory isn't free from reactions. The real downside against the hypothesis is its straightforwardness. It is trusted that possibility hypothesis

tends to over-disentangle hierarchical reality. As indicated by Purcell (2001), contingency theory just relates one overwhelming variable in the organization to another inside factor; they have a tendency to expect a direct, non-tricky relationship. This theory, Purcell unequivocally declared, is constrained by the inconceivability of displaying all the unexpected factors, the trouble of demonstrating their interrelation, and the manner by which changes in a single variable may influence different factors.

III. METHODOLOGY

3.1 Research Methodology

This exploration used quantitative strategies to address the examination questions. The quantitative approach was first used by the distribution of a questionnaire to understand and classify the HR status in objective organisations. Since this review was of an exploratory nature, it was proposed to establish an establishment from which further comparable investigations could be concluded.

The questionnaire was common to any NGO location at KSA and was designed to target the commitment, unwavering and intellectual attention of the respondents as well as their individual organizations. The practices of the SHRM and their impact on the respondents were also inspected.

The investigation included private organizations in the KSA's authoritative structure, which had not already been presented for the investigation of organizational performance. From the examination, the information was combined and subjected to a triangulation of strategies to assist the investigation.

3.2 Population and Sampling

As per Sekaran and Bougie (2013), the populace refers to "a huge group of intrigues." As it was, the populace is a collection of people with similar attributes. The precise meaning of the population is exceptionally essential for quantitative research since scientists select an example from the population. Subsequently, the accuracy of the definition would involve the scientist, regardless of randomization, in asserting the agents of the example and thus presume that the discoveries are speculation.

This study as a pilot study included 44 employees of selected private organizations in the Kingdom of Saudi Arabia. Riyadh, Al-Qasim, and Alsharqiah are the three main districts that the researcher focuses on, as these regions cover the majority of non-profit organizations in the KSA. The total population of the Human Resources Department, including employees of selected non-governmental organizations in these three regions, is 1791, both male and female.

IV. RESULTS AND DISCUSSION

4.1 Data Screening

Since the first dataset contained an information composition string depicting the reactions caught in the light of the Liker scale, which extended from unmistakably and differed from

the concurrent. It should have been changed to write numeric information from 1 because it strongly disagrees to 5 because it strongly agrees to encourage the use of the AMOS bundle by SEM (as recommended by Kline, 2011). The specialist used 5 scales to give respondents a shifted chance to look at different choices, thereby increasing the unwavering quality of the scale. The assortment is, therefore, assuming a large part of the reliability investigation. At a time when there are numerous choices for respondents, and they have addressed them in a fluid manner, this would increase the estimation of unwavering quality. As a result, the specialist used this scale (1-5) to provide respondents with a range of choices and to obtain high-reliability scores.

At first, the aggregate number of respondents to the investigation was 44 from non-governmental organizations in KSA, as previously stated. The information analysis was conducted on clean and organized datasets in both SPSS and AMOS.

4.2 Descriptive Analysis of The Respondents Background

Frequencies of statistical factors, such as sexual orientation, encounter, occupation, age and ability, for example, of 531 HR executive respondents in Saudi Arabia are shown in Table1

Variables	Categories	N	%
Gender	Males	38	86
	Females	6	14
Experience	1-5	3	7
	6-10	11	25
	11-15	6	14
	16-20	10	23
	21-25	8	18
	26 and above	6	14
Occupation	General Manager	2	5
	Assistant G. Manager	3	7
	Manager	12	27
	Assistant Manager	15	34
	Head of Department	4	9
	Employee	8	18
Age	20 - 25 years	9	20
	26 - 30 years	7	16
	31 - 35 years	9	20
	36 - 40 years	6	14
	41 - 45 years	3	7
	46 - 50 years	8	18
	51 above	2	5
Qualification	Diploma	5	11
	Bachelor Degree	21	48
	Higher diploma	4	9
	Master degree	9	20
	Ph.D.	5	11

The table shows that most of the respondents who took an interest in this investigation were male (86 percent, n= 38), while 14 percent (n= 6) were female. This gender irregularity. As Experience, it has been shown that the more significant part of them (25%, n= 11) have work encounters of between 16 and 10 years, followed by 23% (n= 10) with between 16 and 20 years of experience. In addition, the review also

recommended that 20 percent of the members (n=9) be between 20 to 25 years of age and 30 to 35. As far as the occupation of the respondents is concerned, Table shows that the lion's share of the members (34%, n= 15) were Assistant Manager, while 27% (n= 12) were Manager. In addition, 48 percent (n= 21) had a Bachelor Degree, while 20 percent (n= 9) had a Master degree.

4.3 Pilot Study Reliability

Table 2 shows the typical assessment of the estimation model of the Strategic Human Resources Practices (four variables). Chua (2013) stated that the limits for the type of information, skewness and kurtosis should be within the range of -1.96 to + 1.96. Kline (2005) argued that factors with higher skewness estimates than 3.0 appear to be highly skewed, and the moderate general guideline is that all the accounts suggest that total estimations of the kurtosis record are more prominent than 10.0. The consequences of the factual examinations indicated the similarity of the information to the characteristic.

As the scientists have indicated, conducting a pilot study would help the specialist from a wide range of points of view before the final gathering of information. It would help to change the investigation if it were strategic. In this way, the pilot considers it appropriate to assess the feasibility of a full-scale approach, to establish whether the test case and procedures are powerful and to distinguish the strategic issues that may arise from the use of the proposed techniques.

Thus, the pilot-directed scientist is thinking about the arrangement of members chosen from the population. Somewhere within the 44-member range, Cronbach's alpha was used to inspect the inside textures of the objects involved in the instrument. These members have been avoided by the actual examination. The analyst knew that there were numerous types of unwavering quality investigation or coefficients, but the Cronbach alpha-reliability test was chosen, which was said to be generally used by most scientists and was considered to be powerful while checking the unwavering quality of the instruments (Coakes and Steed, 2001).

Cronbach alpha estimation ranges from 0 to 1, where 0 implies zero reliability (lack of internal consistency) while one implies unwavering quality. In any case, getting one was relatively inconceivable, but the closer the estimation of Cronbach's alpha is to one, the more reliable the information. On the basis of this review, 39 thing investigations involving five statistical factors were set up in the survey to test the factors under investigation. Since Cronbach's alpha is influenced by the length of the test (when things are extensive Cronbach's alpha tends to be high and when there are fewer things Cronbach's alpha slopes below) the analyst has isolated things in their classifications. After this progress, the analyst ensured that the external components did not interfere with the assessment of the unwavering quality of the survey, with a view to ensuring that its accuracy and consistency were known (Table 2).

No	Factors	No. of Questions	Reliability	comment
1	Acquisition	5	0.802	Reliable
2	Training	8	0.815	Reliable
3	Internal labor market	7	0.822	Reliable
4	Retention	7	0.764	Reliable
5	Employee commitment	8	0.781	Reliable
6	Organizational performance	10	0.861	Reliable

The reliability test for all measurements was found to be tasteful, as most analysts have agreed that, in order for any instrument to be robust, it must meet the basic purpose of .70 or more (Hair et al., 1998; Pallant, 2010).

V. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussions of Findings

The results of the Confirmatory Factor Analysis (CFA) demonstrated that each construct was found to be within the one-dimensional construct. The analysis indicated that the work performance system items were statistically and significantly loaded into their respective factors. Unlike in Exploratory Factor Analysis, the items were controlled and placed in their respective factors based on theoretical underpinning and familiarity with the topic under study. In other words, a confirmatory factor analyst starts the analysis with a firm idea about the number of factors in the analysis and which variables are most likely to load into each factor. According to Brown (2006) in Confirmatory Factor Analysis (CFA) the researcher must pre-specify all aspects of the factor model such as the number of factors and patterns of indicator-factor loading.

5.2 Conclusion

In conclusion the results of present study show that there are four underlying factors of strategic human resource management based on confirmatory factor analysis. These factors are acquisition, training, internal labour market and retention. The confirmatory factor analysis also found a significant effect of strategic human resource management practices on organizational performance. This simply means that when non-profit organization adopt the practices of strategic human resource management, it will enhance their performance dramatically. Additionally, the study also suggested that the relationship strategic human resource management and organizational performance is not only direct relation but there is also indirect relation via mediator variable namely employee commitment played a pivotal role in mediating between strategic human resource management and organizational performance.

5.3 Limitations and Recommendations

The report makes the following suggestions for future research in the light of the results of the study and on the basis of the theoretical and empirical evidence provided by the previous research. The limitations of this study are also discussed in this section. Samples of the sample were staff members of non-governmental organizations in Saudi Arabia, all of whom were Muslim and of a single ethnicity (Arab). Nevertheless, if the research was performed in a multi-religious and multi-cultural context, the results might be different. The researcher would therefore strongly suggest that future studies should take into account the representativeness of different races and beliefs, since what study finds true with Muslim or Arab workers may not be true with other communities or religions, and even if it is found to be repeated across ethnic groups and religions, the significance might be different..

5.4 Suggestions for Future Studies

Although this study employed high and sophisticated statistical methods to examine the relationships among the constructs, the results might be different if experimental studies and longitudinal statistical methods were used. The experimental methods would precisely diagnose the actual relationship among the constructs of the study while the longitudinal study would precisely describe the patterns of the change and establish the direction and the magnitude of causal relationship. Moreover, the combination of qualitative and quantitative methods (mixed method) should be encouraged so both methods can complement each other for more exploration. By using mixed method to carry out the research, the researcher would be able to explain the relationships existing among the constructs in a more comprehensive manner. Thus, the researcher recommends that future study should employ mixed method to explain the interaction between strategic human resource management and organizational performance holistically and comprehensively.

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