“The effect of strategic human resources management (SHRM) on organizational excellence”

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THE EFFECT OF STRATEGIC HUMAN RESOURCES MANAGEMENT (SHRM) ON ORGANIZATIONAL EXCELLENCE

Abstract

Human resources at different levels are the executives of organizational tasks toward excellence. Missing the track of human resources will leave the organization behind. The objective of this research is to investigate the effect of SHRM components on organizational excellence. The study was applied to industrial organizations in Industrial City in Northern Jordan. A quantitative approach was used to accomplish the objectives. A questionnaire was used to collect data. The questionnaire was composed of three parts: the first part designed to collect demographic data, the second part designed to collect information about SHRM (recruitment, training, development, and career development), the last part designed to collect information about organizational excellence. A simple random sample of 120 organizations' managers was studied. The results showed that the data collection tool was reliable. The results showed that training was of high concern by managers to reach excellence, followed by organizational development, then career development, and the least evaluation was for recruitment. The SHRM components affect the components of organizational excellence (customer satisfaction, technology deployment, product quality, and competitiveness) ($p < 0.05$). Recruitment was the highest contributor to organizational excellence related to technology deployment, product quality, and competitiveness, but customer satisfaction was affected by development and career development. The study recommended that the organization connect the SHRM strategy with the other organization activities that lead to excellence with the recruitment process's concentration as it affects the products of the organizations.

Keywords SHRM, recruitment, training, organizational development, career development, organizational excellence

JEL Classification M12, L25

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INTRODUCTION

Organizational excellence is the core of any business. The dynamicity of the business environment calls any organization to build its sustainable organizational excellence. Sustainable organizational excellence should consider all the factors that affect the performance of the organization. Of these factors and in the first position are market changes, business development, competitors' creativity, quality management, and customer satisfaction (Hussain et al., 2018). The accomplishment of excellence requires a learning organization with the abilities and capabilities to meet the new manufactory developments to be in the first position compared to other competitors. The sustainability of organizational excellence requires integrated human resources management. The organizations' human factor is the key to lead the organization for excellence.

The reliability of strategic human resources management (SHRM) could lead organizations to build their integrated plan for human resources that help accomplish sustainable excellence (Vardarlier, 2016).

Strategic human resources management should be connected to other organization plans to accomplish excellence and lead integrated and sustainable business growth. The objective of this paper is to investigate the effect of SHRM on achieving sustainable organizational excellence.

1. LITERATURE REVIEW

Human resources are the base that determines the extent of organizations' success. The deep and strong HR management will determine the extent to which these resources will take over the different activities successfully. Strategic planning of HR will determine the organization's needs and, at the same time, will relate the HR strategy to the overall organizational strategy. The human resources strategy will direct HR in all directions. The strategy will help determine the organizations' needs and move forward side-by-side with the organizational strategy to accomplish the organization target in markets. Moreover, the HR strategy will specify the other organizational needs that help manage HR, such as the experiences required and training to improve the organizational capabilities. In the other direction, the success of the HR strategy will be affected by different factors. One crucial factor will be the technology available to manage HR. So, the success of HR strategies will be tied with the availability of high technology that helps in its management, which directly affects the performance of the organization.

Human resource management strategies represent the process of focusing on human elements in organizations, where it is concerned with attracting, evaluating, and rewarding employees and following up organizational leadership and organizational culture, ensuring the commitment of the human element to the strategic plans of the organization. Human resource management strategies are sometimes referred to as an individual or personal management skills, because they require a strategic focus to ensure the ability of individual resources to achieve the objectives of the organization (Anyadike, 2013). The SHRM strategy will be very powerful if it has a clear, defined, and flexible one in attitudes, policies, and practices, which will play a significant role in accomplishing the organizational objectives. The strategy should improve employees' skills to improve the opportunities to reach the organizational objectives (Zehir et al., 2016; Marashdah & Albdareen, 2020).

The excellence of an organization can mainly be achieved through human resources management. The role of human resources within the organization should be connected directly to the strategies the organization builds toward its excellence. Strategic human resources management should be part of the organization's other strategies and work parallel to them. The role of SHRM is to determine the role of human resources in the accomplishment of other strategies (Hamadamin & Atan, 2019). Continuous assessment of SHRM and the feedback will help the organization to stay on track of excellence.

The components of SHRM will impact the strategy directly and so the organizational excellence as it affects the quality of processing and outputs of the organization (Alkhazali & Halim, 2015). The human resources strategy should consider four major elements to formulate an integrated one. These elements include the organization, people, processes, and systems (HRWG, 2005). The organizational factor concentrates on the changes inside the organization to accomplish excellence. The processes concentrate on internal management that leads to excellence. The people refer to people's ability in one organization to lead the organization to excellence, while the systems reflect the external technological developments that should be adopted to lead to excellence.

Human resources management strategies should concentrate on the practices that lead to human resources excellence. The practices include recruitment, development, training, and the incentive and benefits system, and career development in the organization (Arbab & Mahdi, 2018). The SHRM should reflect and include the HR practices that help in its achievement (Mwaniki & Gathenya, 2015).

Organizational excellence reflects the organization's ability to satisfy the sustainable development of the organization and meet customers' needs (Hashemy et al., 2016). The measurement of organizational excellence is affected by the

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type of organization, public or private, and the nature of organization activities. In industrial organization, the excellence should concentrate on different elements related to quality, technology management and deploy customer satisfaction and competences (Shirvani & Iranban, 2013). In light of the great technological transformations and developments, organizations have sought to take advantage of these changes and make them more effective in their policies and strategies to maintain their position in a rapidly changing environment. Several studies, such as Demirkaya et al. (2011), Khashman and Al-Rayalat (2015), Alhazam (2016), Al Shobaki et al. (2017), have pointed out that the characteristics and effects of technology have led to significant changes in the labor market, which have a significant impact on human resources strategies and their role in these changes.

This paper is based on the resource-based view theory. The theory is based on HRM practices that impact organizations' employees' behavior, attitudes, and skills. On the other hand, the theory is based on HRM-outcomes, which are represented in improving organizational performance (Boxall & Steeneveld, 1999). The theory concentrates that the organization should have the ability to reflect its capabilities and resources. The theory does not concentrate on the inputs of the organization but the outputs. The theory concentrates on human resources management policies and their relation to organizational performance (Wright et al., 2005). The other theory that reflects the performance of the system is the AMO theory. The first part of the theory concentrates on the organization's ability and skills based on training and education, while the other part concentrates on motivation and incentives, which are represented in employment security and promotion opportunities. The third part of the theory concentrates on the opportunity related to quality, labor cost, and the profit gained (Appelbaum et al., 2000).

2. AIMS AND HYPOTHESES

This research aims to investigate the effect of SHRM through recruitment, training, development, and career development on organizational excellence, including customer satisfaction, technology deployment, product quality, and competitiveness.

The authors studied the effect of some SHRM criteria on organizational performance. Harky (2018) has approved that recruitment and selection affect organizational performance. Moreover, Ali and Ngui (2019) approve the relationship between training and organizational performance. According to Gagnon and Dragon (2015), through the literature review, the organizational performance was measured through customer satisfaction, technology development, product quality, and competitiveness. The explained effects of SHRM components and organizational performance elements lead to building the research model.

The research model consisted of two parts. The first part is related to SHRM components, while the other part is related to organizational excellence in the industrial sector. The major elements of SHRM composed of HR recruitment, development, training, and career development, while the variables of organizational excellence included customer satisfaction, deploying technology, product quality, and competitiveness within the same industry (Figure 1).

To reach the objectives of this research, the study will test the following hypotheses:

H0: There is no significant effect of recruitment on achieving organizational excellence.

H02: There is no significant effect of training on achieving organizational excellence.

H03: There is no significant effect of organization HR development on achieving organizational excellence.

H04: There is no significant effect of career development on organizational excellence.

This research will contribute to human resources management science by raising the important inputs that improve organizational performance and excellence in the industrial sector.

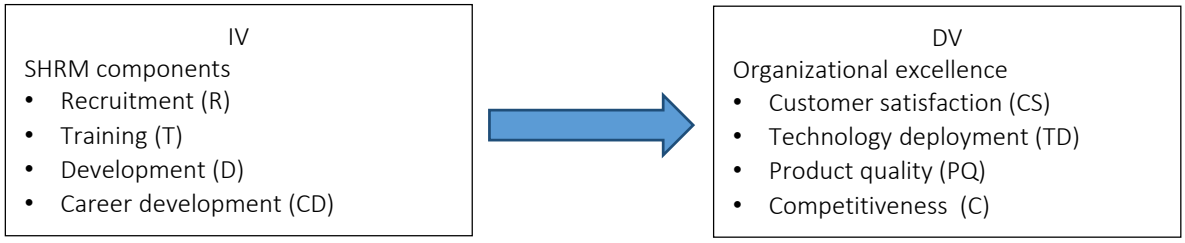

Figure 1. Research model

3. METHODS

The reachability of organizational excellence depends mainly on the organization's internal capability to take over all challenges to improve its profitability and meet the customer satisfaction. Excellence in industrial organization is considered a challenge that should be accomplished through formulating strong SHRM. The objective of this research is to investigate the effect of SHRM components on achieving organizational excellence. This research will be applied to industrial organizations. The population of this research is the industrial companies of Al Hasan Industrial City in Northern Jordan. A simple random sample was selected from industrial companies. The sampling unit included managers, units' heads, and human resources managers of these companies. The random sample included 120 persons in the previously explained positions. The questionnaire was used as a data collection tool. The questionnaire is composed of three parts. The first part concerned with the collection of demographic data, while the second part concerned with the collection of sampling units' point of view of the implementation of SHRM components extent, and the third part is concerned with the attitudes of the sample of the accomplishment of excellence under the execution of SHRM strategy. A five-point Likert scale was used to measure the extent of agreement and started with highly agree with weight 5 and highly disagree with weight 1.

4. RESULTS

The reliability of the questionnaire was measured using Cronbach's alpha. The results showed that the minimum value was recorded 0.75 for career development, which is higher than the acceptable limit for such research. The highest reliability was recorded to test all variables together for SHRM components (0.91) and organizational excellence (0.94).

Table 1. Reliability analysis of major variables using Cronbach's alpha

Variable	Value
SHRM components	0.91
Recruitment	0.86
Training	0.90
Development	0.89
Career development	0.75
Organizational excellence	0.94
Customer satisfaction	0.86
Technology deployment	0.85
Product quality	0.91
Competitiveness	0.90

4.1. Managers' attitudes for the components of SHRM components toward excellence

The highest agreement for managers was given to design careers according to the excellence requirement, with a mean of 3.45 (Table 2). The companies concentrate on recruited people's technology experience with a mean of 3.31 to enhance the company's capabilities in this regard. The staff responsible for recruitment collects information about the company's needs to reach organizational excellence with a mean of 3.22. The least negative attitude was given for the integration of recruitment policy with the human resources management strategy.

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Table 2. Managers' attitudes for the role of SHRM recruitment component toward excellence

Recruitment	Mean	St. dev.
The company design careers according to its excellence requirements	3.45	1.21
The assigned staff should have experience with advanced technology to reach company objectives	3.31	1.25
Recruiting staff recognizing the real needs for organizational excellence	3.22	1.20
The formulation of recruitment policy take into consideration different managing levels needs	3.11	1.22
The recruitment policies are connected to human resources management strategy	2.90	1.21
All	3.20	1.19

The agreement of the contribution of training toward excellence was positive. The highest agreement was given for the regular assessment of the training needs with a mean of 3.61, while the least agreement was for in situ training to assure employees' excellence with a mean of 3.48. The respondents agreed on the concentration of training needs contribution to excellence, the assessment of training impact on employees' behavior toward excellence, and the employees recognize the objectives of training and its connection to organizational excellence (Table 3).

Table 3. Managers' attitudes for the role of SHRM training component toward excellence

Training	Mean	St. dev.
The organization has a regular assessment for the training needs	3.61	1.17
The organization concentrate on training related to technology contributes to excellence	3.56	1.17
The organization assess the benefits of training for excellence regularly	3.55	1.17
The objectives of the training are announced for trainees before the training	3.49	1.17
In situ training is conducted regularly to assure employees' excellence	3.48	1.24
All	3.54	1.09

Table 4 shows the mean of respondents to the role of development in organizational excellence. The results showed that the highest agreement was for the relationship between human resources practices and organizational development (3.57) (Table 4). The least negative agreement was given to connect the SHRM strategy and the organizational strategy with a mean of 2.97. The companies care for the introduction of the organizational development strategy for human resources and staff. Also, company development is measured through the progress made by the staff.

Table 4. Managers' attitudes for the role of SHRM development component toward excellence

Organizational development	Mean	St. dev.
Human resources practices are related to organizational development	3.57	1.15
The organization has an integrated policy for organizational development through human resources development	3.52	1.07
Organizational development strategy is clear for all human resources	3.46	1.09
Organizational development progress is measured regularly through the HR staff	3.33	1.07
Organizational development policy is connected to SHRM strategy and organizational strategy	2.97	1.19
All	3.37	0.98

Concerning career development, the managers agreed that the human resources staff has equal opportunities to develop their careers with a mean of 3.38. The least positive agreement was for the connection between SHRM strategies to organizational excellence (3.09). The companies care for the employees' behavior toward excellence, agree that career development is an important factor toward excellence, and the internal culture helps exchange experience and encourage career development (Table 5).

Table 5. Managers' attitudes for the role of SHRM career development component toward excellence

Career development	Mean	St. dev.
Human resource staff have equal opportunities to develop their careers	3.38	1.15
Career development included promotion and punishment according to employee behavior toward excellence	3.32	1.13
Career development is the encouraging key for employees toward excellence	3.27	1.14
Career development is handled through the change of experience internal culture	3.25	1.18
Career development is directly connected to SHRM strategy and organizational excellence	3.09	1.16
All	3.30	1.03

4.2. Managers' attitudes for the accomplishment of excellence

Customer satisfaction is a very important measure of excellence according to managers' point of view (3.44). The highest agreement was given for the regular measurement of customer satisfaction (3.69), while the least positive agreement was given for including the product information that provides easy methods for customers to contact the company for complaints and suggestions (3.29). Customer satisfaction is reached through a formulated policy; the feedback from customers is collected through different methods, the company's communication tools to measure customer satisfaction (Table 6).

Table 6. Managers' attitudes toward excellence through customer satisfaction

Customer satisfaction	Mean	St. dev.
The organization measures customer satisfaction regularly as a measure of excellence progress	3.69	1.08
The organization has the policy to achieve customer satisfaction	3.43	1.21
The organization receives customers' feedback through known channels	3.41	1.03
The organization include communication tools to get customer satisfaction	3.40	1.18
The products of the organization include information about customer contact	3.29	1.19
All	3.44	1.10

The attitudes show the agreement for the positive effect of technology deployment on excellence (3.12). The highest agreement was searching for new technology that updates and meets the organization's excellence (3.18). The lowest positive agreement was for the regular assessment of organization technology toward improvements (3.06) (Table 7).

Table 7. Managers' attitudes toward excellence through deploying technology

Technology deployment	Mean	St. dev.
The organization searches all the time for technology updates to meet its excellence objectives	3.18	0.86
The organization has a budget to improve its technology regularly	3.14	0.98
Technology update is directly connected to organizational excellence	3.12	0.99
The organization tries to collect information about technology developments of other companies through different tools	3.11	0.90
The company assess its technology regularly for improvement purposes	3.06	0.88
All	3.12	0.85

The highest attitudes were given for product quality (3.44) (Table 8). The highest agreement was given to measure product quality as a major factor of organizational excellence (3.55). The lowest agreement was for the regular improvement of products (3.22).

Table 8. Managers' attitudes toward excellence through product quality

Product quality	Mean	St. dev.
The organization measures the product quality regularly	3.55	0.95
Organization collect information about similar products quality and improvements for other companies	3.52	0.97
The feedback about quality is collected through customers' directly	3.51	0.95
The quality improvement policy is connected to organizational excellence	3.38	0.91
Organizational managers care for the improvement of products regularly	3.22	0.98
All	3.44	0.89

The agreement for competitiveness as a measure of excellence was positive (3.12). The highest agreement was for the regular measure of market share (3.18), while the lowest agreement was for the connection between competitiveness with the organizational strategies (3.06).

Table 9. Managers' attitudes toward excellence through competitiveness

Competitiveness	Mean	St. dev.
The organization measures its market share regularly	3.18	0.86
The organization collect information about the product from hyper stores	3.14	0.98
The organization measure competitiveness as part of profitability	3.12	0.99
The organization has specific measures for competitiveness measurement	3.11	0.90
Competitiveness is directly connected to excellence through the different organizational strategies	3.06	0.88
All	3.12	0.82

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4.3. Hypotheses testing

The effect of SHRM components on customer satisfaction was significant ($p < 0.01$). The highest effect was attributed to career development (β = 0.40), while the least effect was for recruitment (β = 0.08) (Table 10). Moreover, the effect on technology deployment was significant ($p < 0.01$). The highest effect was attributed to recruitment (β = 0.7), while the lowest effect was associated with training (β = 0.31).

The effect of SHRM on product quality was significant ($p < 0.01$). The highest effect was associated with recruitment (β = 0.61), while the lowest effect resulted from training (β = 0.31). For competitiveness, the effect of SHRM components was significant ($p < 0.01$). The highest effect was resulted from recruitment (β = 0.83), while the lowest effect was for development (β = 0.38) (Table 10).

5. DISCUSSION

The objective of this research is to investigate the effect of SHRM on accomplishing the excellence of industrial organizations in Al Hassan Industrial City in Jordan. The results showed that managers of the companies investigated carrying nationalities more than the Jordanian one. This provides the chance for an industrial company to use different experiences to accomplish its objectives. Variation in experience exchange would help the industrial organization to adopt decisions that help its sustainability. The studied managers' experience varied, indicating that the industrial company concentrates on the quality of experience more than the long traditional experience to accomplish its excellence. Moreover, the results showed that the research tool is reliable.

Most organizations seek excellence in their work. Recruitment plays a crucial role in awarding the organization's design of the career needed to reach excellence. Harky (2018) found that recruitment will affect organizational performance. This will help the organization to recruit staff that meets the organization's needs all the time. The organizations look to improve the technical capacity through the recruitment of employees that have technology experience. The newly recruited staff would enrich the technology experience of the organization. The results showed a lack of connection between the different sub-strategies of the organization to make integration, including the recruitment policies with organizational strategies.

The training was found to improve the experience of the organization toward excellence. The design of training programs and its follow up was shown

Table 10. Multivariate analysis for the effect of SHRM components on organizational excellence

Dimension	β	T	Sig	R	R^2	F	Sig
Customer satisfaction							
R	0.08	0.58	0.56	0.61	0.37	14.18	0.00
T	0.16	1.37	0.18				
D	0.35	3.35	0.00				
CD	0.40	4.18	0.00				
Technology deployment							
R	0.70	13.7	0.01	0.618	0.38	186.9	0.00
T	0.31	4.6	0.01				
D	0.36	3.25	0.00				
CD	0.42	4.23	0.00				
Product quality							
R	0.61	9.63	0.001	0.49	0.24	9.82	0.00
T	0.31	2.30	0.18				
D	0.33	3.71	0.00				
CD	0.41	4.18	0.00				
Competitiveness							
R	0.83	10.62	0.001	0.41	0.172	7.99	0.00
T	0.41	1.42	0.18				
D	0.38	3.39	0.00				
CD	0.43	4.23	0.00				

to reflect the benefits organization gain of training. Musa and Tulay (2008) showed that training improves employee skills, reflected on the organization's performance in general. The results showed that when the employees contribute to the design of training, the objectives of training will be clear for them and enhance the benefits gained from training to achieve excellence.

Organizational development is crucial for the accomplishment of excellence. Organizational development requires clear plans to reach the required development. The plans of organizational development should be connected clearly to the organization's other plans and strategies to maximize the benefits. Moreover, career development will improve employees' attitudes toward excellence, knowing that the excellence of employees is part of organizational excellence. Career development was found to improve the employees' behavior, especially if the development is connected to the organization's integrated SHRM strategy.

Results showed that excellence is high associated with customer satisfaction. The hard efforts extended to get feedback about customer satisfaction, the more excellence the organization achieved. The results showed that organizations lack the provision of different connection tools to improve customers' contributions to provide feedback.

Technology deployment in the organization plays an important role in accomplishing excellence. The deploying of the required technology will necessarily improve the quality and improve customer satisfaction and increase competitiveness. Lal (2017) investigated the effect of technology on organizational excellence. The research results showed that technology is crucial for any organization to accomplish excellence.

The results showed that SHRM strategy components directly affect the organizational excellence. The highest effect was associated with the requirement process and the technology deployment, reflecting the connection between these two variables toward excellence. The other higher effect of recruitment was on product quality as the product quality resulted from technology and human interference. A similar result was found by Al-Jedaiah (2008), indicating that information and communication technology tools play a major role in organizational performance.

CONCLUSION

The objective of this research is to investigate the effect of the SHRM components on organizational excellence. The study was applied to the industrial sector. The Industrial City in North Jordan was selected to apply this research. The managers of organizations were selected as subjects to answer the questionnaire as they are interested in their organizational excellence. The results showed that the research tool was reliable. The results showed that training activities inside the organization are the priority toward organizational excellence. In the second position, the interest was in organizational development through the concentration on human resources practices. The concentration on training and organizational development was stuck with the organizational strategy and plans that lead to excellence. The career development was in the third position, while the last position was for recruitment. The concentration on customer satisfaction and product quality was of the first concern toward the organizational excellence. The least effect was for technology deployment and competitiveness, as they may be considered basic elements that should be owned by the organization. The hypotheses testing showed a significant effect of different SHRP components on organizational excellence.

MANAGERIAL IMPLICATIONS

The researchers recommend that the organization should formulate a strategy of excellence and investigate the human resources requirements to achieve it. The organization should concentrate on training and its connection with organizational strategy and objectives toward excellence.

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Moreover, the organizational development would provide the tools toward customer satisfaction, so organizations should concentrate on building HR capabilities toward development and organizational excellence.

AUTHOR CONTRIBUTIONS

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Formal analysis: Mohamad Noor Al-Jedaiah.
Funding acquisition: Mohamad Noor Al-Jedaiah.
Investigation: Rokaya Albdareen.
Methodology: Rokaya Albdareen.
Software: Mohamad Noor Al-Jedaiah.
Supervision: Mohamad Noor Al-Jedaiah.
Validation: Mohamad Noor Al-Jedaiah.
Visualization: Mohamad Noor Al-Jedaiah.
Writing – original draft: Rokaya Albdareen.
Writing – review & editing: Mohamad Noor Al-Jedaiah.

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