The Effect of Strategic Human Resource Management and Strategy Management on Organizational Performance of UAE Civil Defense

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Abstract
The main purpose of this study is to investigate the effects of Strategic Human Resource Management (SHRM) and Strategy Management (ST) on Organizational Performance (OP). Based on a theoretical foundation and a wide review of the literature, the model of the research was proposed. 220 Questionnaires were distributed among random selected sample of Civil Defense departments in the Northern Emirates. 188 questionnaires were returned and used in the analysis using the PLS-SEM. The results of this study demonstrate that Strategic Human Resource Management and Strategy Management have positive and significant effect on Organizational Performance. This study reflects the importance of the right implementation to the Strategic Human Resource Management and Strategy Management to have successful performance. This study also supported the premises of the resource-based view theory by reaffirming the importance of the Strategic Human Resource Management and Strategy Management, as drivers to enhance organizational performance.

1. Introduction

The civil defense in the UAE was established based on the decision of the Supreme Council No. 4 in 1976. It was mentioned twice in the relevant law, with the first mention in 1979, based on the Federal Law No.3 of 1979, whereas the second mention ensured the efficient and effective achievement of the civil defense measures in 2006 according to the Federal Law No. 23 of 2006. In relation to these measures, resource gathering and civil defense mobilization were conducted, and 87% of the Civil defense employees were assigned strategic positions (e.g., inspector, engineer, prevention, lecturer, fireman and driver).

The measures set out by the civil defense can be summarized into four major operations, which are prevention, protection, fire, emergency and crisis plans and were employed as an interlocutor sector strategy. The sector's organizational structure was designed to match the effective and efficient achievement of major processes based on the audit committee's review and update. The fifth major operation that dealt with the resources and supported services was included by the Council's adoption at the end of 2014 to develop updates on the 2015 organizational structure.

At the local level, the civil defense partners include the entire police sectors of the Interior Ministry in prevention, protection, fire, emergency and crisis plans operations. Added to this are the federal and local bodies and relevant institutions to the prevention processes, and the armed forces in operations of crises and emergency plans.

At the regional level, its partners include the leaders of the civil defense of the GCC and at the global level, its partner are civil defense leaders from London, Singapore, Venezuela, Paris, New York and Germany, and several other international organizations that deal with civil defense (e.g., NFPA).

Several beneficiaries have been outlined for the services of civil defense and these include; at the fire, emergency plans and crisis operations level, all the UAE buildings and facilities, and societal segments. At the prevention level, UAE consultants and construction contractors, the UAE public and private facilities and privet properties, the UAE asylum commercial and industrial licenses, and the asylum-trading civil defense equipment adoption in the form of factories, agents, distributors and laboratories. At the protection level of operations, all the public and private building in the UAE with the inclusion of private and government departments and institutions, residential buildings, schools, colleges and universities, hotels, business entities, among others.

Strategic Human Resource Management (SHRM) include several parts highlighting the significance behind improving organizational performance. SHRM refers to the relating human resource with strategic aims and objectives to enhance organizational performance and facilitate a culture that promotes innovation, flexibility and competitive advantage.

SHRM appears to be an activity of human resource management that is related to the overall integration of human resource management and strategic requirement with the strategy, policies of HR that consists of internal organizational hierarchy, policy crossover, and human resource practices that are common between workers and management.

In summary, to improve and enhance organizational performance, many strategies and practices can be implemented. It is important to manage human resource beside linking strategy with proper tool to improve and measure performance.

2. Related Literature Review
2.1 Organizational Performance
Studies dedicated to organization and humanity field are mostly focused on organizational performance because of the significance of the variable in the development of organizations, and the studies' implications on competitiveness and effectiveness of the organization.

To begin with, Combs, Crook, Shook, David and Ketchen (2005) related that in management literature, organizational performance is one of the top constructs in studies dedicated to organizations and to strategic management. In fact, in the past few years, practitioner and academic circles have forwarded innumerable studies on organizational performance to provide an insight into its processes and antecedents and to improve the organizational outcomes (Jing & Avery, 2008).

According to Osborne and Gaebler (1992), the public sector has been interested in efficiency and effectiveness. The primary purpose behind performance management in the case of the public sector is to enhance performance, achieve objectives and clarify resources, to integrate budget cycle and policy, non-financial and financial information and to enhance accessibility, quality and information content concerning management (De Waal, 2010). Additionally, public sector studies revealed that organizations implementing performance management have a higher tendency to offer superior services to customers, realize their objectives and enhance both efficiency and effectiveness of operations (De Waal &Kerklaan, 2004).

The performance of the public sector differs from that of its private counterpart based on the differences in their goals and core business processes. For instance, the private sector's major aim is to achieve profit through customer value, while public sector aims to achieve quality, customer satisfaction and good performance. The latter also aims to meet the societal needs within the allocated budget (Dewhurst, Martinez-Lorente& Dale, 1999). This is supported by Cinca, Molinero and Queiroz (2003) who described public organizations goals as more intangible compared to those of the private sector. Public administration reach and policy in the past two decades has been focused on enhancing government performance (McBride, 2008).

Organizational performance refers to the measure of the way the organization is able to manage and deliver value to its customers and stakeholders (Moullin, 2007). In another definition provided by Antony and Bhattacharyya (2010), organizational performance is a tool and emasure used for the assessment and evaluation of the organization's success in creating and delivering internal and external customer value.

In the current dynamic business environment, organizational performance measurement is widely stressed for its significance in evaluating the success level of the direction of the strategy employed by the organization (Neely, 1999). This is because without measuring the organization's condition, it is not possible to enhance it.

2.2 Strategic Human Resource Management
Studies focused on examining SHRM practices include several parts highlighting the significance behind improving organizational performance. More current theoretical research dedicated to business strategy reveal that the organizational can achieve competitive advantage from its human resources (HR). For instance, the resource-based view posits that the organization could develop and maintain competitive advantage by producing value that is rare and impossible for the rivals to imitate (Barney, 1986). In this regard, traditional sources of competitive advantage like natural resources, technology and economies of scale have now become imitable and HR can be used as a strategic asset to resolve this issue. More specifically, it is an invisible asset that produces value when integrated in the operational system in a way that it contributes to the enhancement of the ability of the organization to tackle dynamic environments.

In relation to the above, strategic human resource management refer to the relating human resource with strategic aims and objectives to enhance organizational performance and facilitate a culture that promotes innovation, flexibility and competitive advantage. SHRM indicates the acceptance and involvement of HR function as a strategic partner in formulating and implementing organizational strategies with the help of HR activities (i.e., recruiting, selecting, training and rewarding, among others).

Although SHRM as a topic has garnered increasing attention, its universal definition is still elusive. While some scholars referred to SHRM as an outcome, others as a process, while some others as a combination of both. Specifically, Wright, McMahan and McWilliams (1994) explained that as an outcome, SHRM is the pattern of planned HR development and activities that is meant to allow the organization to achieve its goals. Also, Wright, Dunford and Snell (2001) deemed it to be created organizational systems to be used to achieve sustainable competitive advantage through people. Moving on to the SHRM as a process, Ulrich and Lake (1991) referred to it as one that links HR practices to business strategy. Along a similar claim, Bamberger and Meshoulam (2014) described SHRM as a competency-based method allowing personnel management to concentrate on the

development of robust, imperfectly imitable people resources that cannot be traded.

As for the combination of process and outcome, Truss and Gratton (1994) referred to SHRM as the relationship between HR function with strategic goals and organizational objectives to enhance the performance of business and facilitate a culture that promotes innovation and flexibility. Nevertheless, even with the lack of a universal definition, scholars are of the consensus that the core feature of SHRM entails the designing and implementation of a set of internally aligned policies and practices that makes sure that the human capital of the organization takes part in realizing the objectives of business (Gratton, Hope-Hailey, Stiles & Truss, 1999; Jackson & Schuler, 1995).

Moreover, scholars view SHRM in various ways (Azhar & Faruq, 1999) because while some include HRM and SHRM as one topic, others are convinced that the activities in strategic human resources are for the strategic management of the organization. Some other scholars consider the procedure of human resource management connecting strategic function as the strategic human resource management. Even others are convinced that any organization engaging in SHRM services to attain its aims is considered as SHRM in that its inputs encapsulate employees' skills and employees facilitating organizational human resource management processes in order to develop and disseminate manufactured goods and services that have value to customers (Lado & Wilson, 1994; Delaney &Huselid, 1996). The human resource practices transform the inputs (sills and motivation) through various interrelated behavior, functions and processes to achieve work productivity and optimum performance (Lado & Wilson, 1994). The skills of employees are a basic aspect of the whole human resource system and for the purpose of sustainable competitive advantage, it is important for the firm to concentrate on its assets and skills possessed by its employees. These comprise of reading, writing, computer and software knowledge, problem solving, critical thoughts, participation in corporate meetings and writing reports (Askov, 2000).

In this regard, researchers claim that the approach to firm competitiveness in the environment requires the use of assets and skills to create and support the firm's competitive advantage. In this line of argument, Delaney and Huselid (1996) stated that incentives could improve the employees' efficiencies, while the absence of incentives will confine the worker's performance. In the same way, Certo (2003) revealed that HR's primary aim is the recruitment of suitable employees for the positions, gathering the best employment of human resource to the optimum advantage, develop employee skills, and maintain their skills for the organization's advantage.

The concept of SHRM has its basis on the premise that organization makes sure that the employed workers will enhance the achievement of organizational goals. SHRM concentrates on aligning human resources management practices with the organization's strategic goals. In relation to this, Anthony, Kacmar and Perrewe (2002) described HRM as different tasks that involve the obtaining of training, development systems, motivation, organization and employee maintenance. They explained that an organization needs to perform HRM tasks effectively in a way that it helps the firm to deal with the competitive and environmental forces that can facilitate the achievement of long-term company objectives.

Meanwhile, Armstrong (2000) referred to SHRM as a general method that uses organization strategic human resource in the direction of the planned future of the organization. Long-term stress is emphasized regarding the employees as part of the strategy of the organization. Similarly, Chang and Huang (2005) and Wright and McMahan (1992) described the term as the planned use of human resources in the entire activities in the organization that allows it to achieve its goals and objectives, while Ulrich and Lake (1991) stated that SHRM is a connection between HR practices and business strategy of the work (Chang & Huang, 2005).

Meanwhile, David, Chin and Victor (2002) made use of a questionnaire as their main instrument and regression analysis to investigate the SHRM-organizational financial performance and HRM performance relationship in the context of Singapore. They reached to the conclusion that SHRM variables positively affect HR performance but team-based work and performance-based pay were not included in their study. Additionally, Singh (2004) examined the relationship between six HRM practices and the level of the firm performance among 359 Indian firms.

Moreover, strategic human resources management in SMEs was focused on in Nankervis, Compton and Savery's (2002) study in the viewpoint of CEOs. Their findings showed that the managers' perceive HRM to have only an administrative role or accommodative role towards the integration of HRM and strategies and HR professionals involved in the planning and change management strategies have to adopt an active role when implementing predetermined activities in the organization's decision-making process. HR managers were also focused on in a study by Martell and Carroll (1995) to determine existing SHRM practices and the role of senior HRM in the firm. They revealed that SHRM practices include the role of HRM issues, costs and resources all encapsulated in a strategic plan and the use of HR policies in the development of strategies. They concluded that the contribution of executives to SHRM is deemed to be a more traditional role rather than a strategic partnership.

2.3 Relationship between SHRM and Organizational Performance
The level to which HRM may be viewed as a strategy is confirmed by several factors and this study summarizes

the factors on the basis of past studies in the following manner. First, according to Welbourne and Cyr (1999), HR professionals have a key role in the development of strategy as they are the ones that develop policies and procedures that have to be aligned to the business strategy, and hence, directly impact the business development. Added to this, they may also contribute resources in order to improve the abilities of the firm for the implementation of HR practices. Second, the strategic impact on organization performance calls for the alignment of the HR system (internal fit) with the goals and strategies of operations (external fit). Such alignment should realize a closer relationship between HR and other functions. Finally, the HRM planning specificity and formality as well as the extent to which line management participates in HRM activities may also predict the implementation of SHRM.

In relation to the above, Ulrich and Lake (1991) examined organizational capability and competitive advantage of the firm, where they viewed SHRM as a process of relating HRM practices and business strategy. Along a similar line of claim, Bamberger and Meshoulam (2014) explained that SHRM relates human resource functions to strategic objectives, and organizational objectives to improve the performance of the firm through the understanding of its culture – one that promotes workers' performance, commitment and participation.

In the same line of study, Wan, Ph and Kok (2002) described SHRM as a process of planning and implementing a group of practical HR practices that ensure the human capital contribution to achieving organizational objectives. Also, Lain (2011) described the term as an experience-based approach to personnel administration that focuses on developing human resources. In this regard, human resource practices refer to processes that are employed for the changes implemented on human resource inputs that exist within the human resource system. The realization of aims calls for efficient and versatile strategic human resource management (Wright & Snell, 1998).

In another take on SHRM, Cooke, Shen and McBride (2005) described it as an output, a well-organized function that adapts to the environmental changes. They analyzed HRM practices in light of the firm's underperformance and revealed that high performing firms implement and use SHRM measures. SHRM was also examined by Wright and McMahon (1992) in their study of theoretical perspectives into the topic. They referred to SHRM as a pattern of designed human resource deployments and actions that promote the achievement of organizational goals.

Meanwhile, Nigam, Nongmaithem, Sharma and Tripathi (2011) considered SHRM as both process and output and defined it as a study field concerned with the relationship between HRM and strategic management, encapsulating the issue of the relationship of the following factors; organizational arrangement, customers, organizational response to change, organizational efficiency, performance, capability, matching resources to future business requirements, and the development of employees.

Based on the several definitions mentioned, SHRM appears to be an activity of human resource management that is related to the overall integration of human resource management and strategic requirement with the strategy, policies of HR that consists of internal organizational hierarchy, policy crossover, and human resource practices that are common between workers and management.

As a consequence, SHRM primarily aims to provide a future direction for workforce management in the organization. In the present study, the major focus is placed on human resource inputs and the long-term plain of HRM and their alignment to the overall organizational strategic plan owing to its influence in improving performance. On the basis of the perspective of the present study, SHRM is deemed to involve innovative planning and implementation in order to ensure HR practices internal reliability, human capability and value added in achieving business goals. In relation to this, HR is the top resource that a successful organization has as the rest of the other resources fall under the purview of HR and ultimately, the performance of the firm rests on it (Waiganjo, Kahiri & Ph, 2012).

According to Noe and Wright (2007), SHRM refers to the planned pattern of human resource deployment and activities that allow the meeting of the aims and objectives of the organization. Stated clearly, SHRM indicates the level of participation in decision-making processes and partnerships employed by the HRM department and the specificity and the formality that the department needs in planning and implementation. This ensures that the organizational human capital promotes the achievement of business goals.

Nevertheless, the increasing interest in SHRM has not heralded the development of a suitable theoretical construct of the term (Guest, 1997). In fact, researchers have provided their criticisms concerning the underpinning theoretical basis of HRM, with many calling for the need for an SHRM theory (Dyer & Reeves, 1995). The researcher's criticisms are based on two major reasons; first, the HRM concept from which SHRM stems from, has been subjected to criticisms for its flimsy framework (Legge, 1994). Second, researchers have examined SHRM field from various perspectives, failing to acknowledge the differences within them and to identify the commonality among the perspectives (Delery & Doty, 1996). These are crucial for the assessment of the concept's viability and adoption.

In their thorough and expansive literature review, Delery and Doty (1996) highlighted three research categories and perspectives employed in SHRM theory. They labeled the first group of researchers as

Universalists as they are focused on identifying the best practices that organizations have to employ (pg. 803). Under this perspective of SHRM theorizing, the present interest in the development of high performance work practices stems from (Osterman, 1994). Hence, the adoption of specific SHRM policies is likely to lead to enhanced performance of the organization (Kochan & Dyer, 1993).

The second category is labeled by Delery and Doty (1996) as consisting of researchers that adopt a contingency approach. In maintaining the pioneering foundation of the contingency view in the organizational theory, the researchers contended that successful HRM policies depend on achieving a match between HR policies and other organizational aspects; for instance, different human resource policies have to be implemented in different organizational phases (Bird & Beecher, 1995).

The third group was labeled by Delery and Doty (1996) as the one that adopts a configurational approach (p.808). These researchers adopted a more complex approach as they seek to determine configurations or distinct factors patterns that are optimally effective. They also claim to approach their subject from a theoretical perspective and majority of the identified phenomena may not necessarily be observable through empirical data (Doty & Glick, 1994).

It is evident that all three labeled theoretical SHRM perspectives assume its relationship to organizational performance. Despite the evidence supporting such relationship in theory, empirical evaluations and theoretical foundations upon which the relationships are based have been sadly lacking (Guest, 1997). Hence, a deeper insight into the role of SHRM implementation in the creation of maintenance of organizational performance and competitive advantage should be conducted to contribute to the theoretical development and empirical findings (Jing & Huang, 2005).

To conclude, this study is focused on SHRM approach in that it examines the assumption that organizations implementing SHRM display better performance compared to their counterparts who do not implement. This study primarily examines this issue and it is expected to contribute to literature concerning the impact of SHRM implementation on organizational performance.

According to literature, the resource-based view of the organization relates organizational performance with internal resources (e.g., Barney Jr., 1991; Lado & Wilson, 1994; Pfeffer, 1994) on the basis of its core competencies (Prahalad & Hamel, 1990). Support has been evidenced for the positive relationship between organizational level measures proposed by Huselid (1995), who contended that the HR practices use for organizational performance depends on the level of complementary or internal match among the HR practices and alignment level or external match. In his study, HR system practices covered extensive employee recruitment and selection, incentive compensation, and performance management systems, employee involvement and training systems. Such alignment of the HR system practices can lead to enhanced knowledge, skills and abilities of the employees while at the same time motivating them, minimizing their shirking of responsibilities, improving their performance. In the context of the present study, the researcher examines the combined influence of acquisition, training, and development, retention and internal labor market on organizational performance.

Furthermore, in their adoption of the configuration approach to SHRM, multiple bundles of HR practices were proposed by Datta, Guthrie and Wright (2003) to be related to organizational performance. They categorized them into four distinct configurations namely acquisition, training and development, retention and internal labor market.

Delery and Doty (1996) further added that SHRM came into being out of the quest to understand the association between HRM and firm performance and the many challenges that limit the researchers ability to bring forward a universal theory that explains such relationship (Lee, Lee & Wu, 2010).

In a similar claim, Huselid and Becker (1996) revealed that several studies were faced by challenges in reaching an accurate relationship between HRM and firm performance but such challenges have urged researchers to examine the relationship. For instance, Richard and Johnson (2001) made use of the resource-based view (RBV) of the firm. The RBV posits that the internal firm resources are lacking and thus cannot supply the firm with the competitive advantage (Barney, 1991) but achieving the human resource practices will improve the firm performance (Wright & McMahon, 1992; Wright, Dunford & Snell, 2001). Similarly, Kumar (2006) revealed that HRM value, differentiation, speed, HR strategy involvement mediates the relationship between major variables in the firm and its performance.

2.4 Strategy

In the past decade, the shift in the business context has brought about the change in the management role as to how to address a challenging process (Outram, 2013). Additionally, even when organizations adopt things that align to the present market, they still fail to do so with new technology emergence (Christensen, 1997). The challenge lies in the necessity for expediency – things have to be conducted with speed as competitors, particularly with the change in the way information is used (Koch, 2011). Moreover, for sustainable business success, an effective strategy is needed and therefore, the challenge is related to how the strategy is employed

(Berg & Pietersma, 2014). This is why Koch (2011) stressed the importance of providing description and establishing the business strategy. Lastly, strategic concern is not limited to managers and entrepreneurs on the top echelons of the organization as it is also important for middle managers to understand strategy in terms of its dimensions (Johnson, Whittington & Scholes, 2011).

The word 'strategy' stems from 'stratos', a Greek word meaning a general or a person leading the army (Matloff, 1996). The word can be traced back to the 18th century military jargon where it is defined as a set of ideas implemented for military use to achieve strategic goals (Gartner, 1999). Stated differently, strategy refers to the art of planning and directing military actions and operations in the war (Bruce & Langdon, 2000).

According to Kaplan and Norton (2004), because of the diverse world of business, strategy may take different definitions and adopt many frameworks. Meanwhile, Porter (1980) defined competitive strategy as the selection of different activities sets to achieve a distinct mixture of value, whereas Lynch (2007) explained it as the field of strategy management that addresses emergent and major initiatives adopted by general managers on behalf of the owners entailing the use of resources to improve firm performance in their external environment. On the other hand, Johnston, Whittington and Scholes (2011) referred to it as the organization's long-term direction, and Grant and Jordan (2013) defined it as the means to achieve objectives.

Viewed from another perspective, Steiner and Albert (1979) defined strategy as a way of acting towards the actual or predicted actions of a rival while Grant (2001) indicated that strategy is a unifying theme influencing individual and organizational actions and decisions through coherency and directions. According to Bruce and Langdon (2000), business strategy is a map of its future services and products to be marketed and the way they are launched and based on the study by McKeown (2012), it shapes the future. Finally, Kaplan and Norton (2004) defined it as a set of activities that the organization uses to stand out in the market place through sustainable distinction.

Five forces drive the perspective of leaders to create strategy in any competitive environment and they are powerful supplies, savvy customers, new entrants, substitute and strong rivals (Porter, 2008). According to Porter (2008), savvy customers or fickle customers are constantly on the lookout for the best deals, forced low prices that leads to lowered profit.

Porter (2008) explained that the first force relates to suppliers that influence strategy by controlling profit through their high prices. The new entrant force is another force that drives business strategy as new entrants translates to new capacity and hunger for the market share. Also, substitutes have the ability to lure customers and influence strategy while established rivals promote intensive competition in terms of price and investments on products to differentiate themselves from others and hence, influence strategy. Lastly, savvy customer according to Porter (2008) is the last strategy although there are several other factors that could increase according to the firm environment, with some that could easily occur.

On the basis of the above discussion, the following hypothesis are proposed;

H1: Strategic human resource management (SHRM) has a positive and significant effect on organizational performance.

H2: Strategic management has a positive and significant effect on organizational performance.

3.Methodology

The present paper examines the factors in terms of their effect on other factors included in the study model. The study framework indicates the measurement of the effect of strategic human resource and strategy management and their effects on the civil defense performance. The survey concerning this part of the study is categorized into two, with each having its own scope and representing a distinct variable. Added to the variables are some demographic questions that characterize the respondents. The first part of the survey contains demographic questions, while the second part addresses the variables to be measured.

This study employed a quantitative method by employing a survey questionnaire for data collection to measure the relationships between relevant variables (Kerlinger & Lee, 2000). The record obtained by the general management of civil defense on 6th August 2015 listed 24 departments, 84 sections and 226 branches of firms registered. The study requires the managerial level concerned with developing, executing and monitoring strategy (Bryde, 1997) and based on this, the specified respondents are considered to play a mediating role between employees and the firms' stakeholders.

Many differing research methodology designs can be employed in a research but based on Zikmund's (2003) study, methods for descriptive research and casual research can be categorized into four namely observation, experiment, survey and secondary data. In this method, the survey method is used – a method that can be administered through the interview or survey questionnaire to gather data from respondents through the means of telephone, mail, internet or personal administration of questionnaires (Zikmund, 2003). The retrieved data is transformed into a quantitative data collection that makes use of accurate numerical descriptions (Cooper & Schindler, 2006). Additionally, quantitative researcher measures the designed variables through their operational definitions (Cooper & Schindler, 2006).

In this study, data collection method is conducted through a survey questionnaire as it is the most suitable way to gather beliefs, attitudes and personal and social facts. Added to this, a survey questionnaire method appears appropriate as the relationships are categorized as correlational/quantitative (Kerlinger & Lee, 2000). Thus, a quantitative self-administered survey questionnaire was employed

The balanced scorecard (BSC) is able to function as a core new management system in implementing business strategy and to bridge the gap between the strategy development and implementation that can stem from many barriers (Kaplan & Norton, 1996). According to Kaplan and Norton, there are four specific barriers that could hinder strategy implementation namely, non-actionable vision and strategy, goals that are not linked to strategy, resource allocation that is not linked to long-term and short-term goals, and absence of strategic feedback. The BSC was developed by Kaplan and Norton in 1992 primarily as a learning system and communication-information within businesses (Welter, Vossen, Richert & Isenhardt, 2010).

Human resource management is considered to be a critical factor that assists in raising the performance of the organization. It is critical factor of TQM that covers the empowerment of employees, the involvement of employees, and the training of employees (Ahire et al., 1996). TQM implementation through employees should develop positive relationship among them in order to ultimately result in the competitiveness of the organization (Akdere, 2006).

Organizational performance measurement was taken from the studies by Narver and Slater (1990) and Jaworski and Kohli (1993). The items were measured on a 5-point Likert scale that ranges from 1 depicting strongly disagree to 5 depicting strongly agree.

4.Data Analysis

The data analysis method and the results are discussed and presented in the following sequence; first, the study examines the distribution of demographic variables in terms of respondents' gender, qualifications and experiences. This is followed by a discussion of the descriptive analysis of the variables and the normality testing. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to investigate the outer measurement model prior to examining the inner structural model and the testing of hypotheses.

The goodness of the model is linked to the study constructs which are strategic human resource management, strategy, and organizational performance. The structural mode was examined for its quality by determining construct validity.

4.1 Demographic Distribution of Respondents

The survey questionnaire was used to obtain the data. The final data sample was obtained from 188 participants from different units in the Northern UAE, making the percentage of respondents to be 85.5% (188 out of 220). The demographic characteristics of the respondents are displayed in Table 4.1

Table 0.1: Demographic respondent information

Demographic	Description	Frequency	Percent
GENDER	Male	182	96.8%
	Female	6	3.2%
QUALIFICATION	Under High school	4	2.1%
	High school	54	28.7%
	Degree	107	56.9%
	Post graduate	23	12.2%
EXPERIENCE	0-5 years	29	15.4%
	6-10 years	30	16.0%
	10 and more	129	68.6%
Place of Work	**Sharjah**	45	23.9%
	Dubai	71	37.8%
	Ajman	15	8.0%
	RasAlkhaimah	20	10.6%
	Um Alqawain	18	9.6%
	Fujairah	19	10.1%
Possession	Section	63	33.5%
	Branch	114	60.6%
	Department	10	5.3%
	Less than branch	1	0.5%
Total Respondents		**188**	**100%**

4.2 Descriptive Statistics

The study variables (organizational performance, strategic human resource management, and strategy management were described with the help of descriptive analysis. The outcome of the analysis is displayed in Table 4.2 including the mean, minimum, maximum and standard deviation of the variables. The results of the analysis reflected the level of implementation in each unit of the Northern Civil Defense in the UAE. The Likert scale was used, with the minimum value used for all framework variables being 1.00 and the maximum being 5.00.

Table 4.2 shows that the lowest standard deviation values from the perspective of the respondents is not significant different throughout the constructs dimensions. Nevertheless, it is notable that more focus is on organizational performance with a mean value of 3.782 and standard deviation of 0.753. The respondents stressed on the implementation of organizational performance in their units by raising their level of unit performance.

Table 0.2: Descriptive Statistics of the Constructs

Construct	N	Minimum	Maximum	Mean	Std. Deviation
OP	188	1	5	3.782	0.753
SHRM	188	1	5	3.600	0.686
ST	188	1	5	3.760	0.853

4.3 The Construct Validity

Construct validity refers to the level to which test measures applied measures what they claim to measure – reflecting the integrity between the theoretical and operational frameworks (Trochim, 2006). Hair et al. (2010) stated that construct validity can be gauged through the implementation of the content validity, discriminate validity and convergent validity at the same time.

4.3.1 Content Validity

Content validity refers to the level to which the measurement item reflects the concept of a construct (Hair, Anderson, Tatham & Black, 2010; Pennington, 2003). The review of literature and the factor analysis of the model variables show that the entire items making up the research model are assigned appropriately to their respective constructs. The items loaded to their respective constructs compared to others and the items loaded significant on the same ensuring the measures content validity (Chow & Chan, 2008) as presented in Table 4.3.

Table 0.3: Factor Analysis and Items Loadings (Correlation)

Construct	Item	OP	HRM	ST
OP	OP1	**.813**	.453	.456
	OP2	**.814**	.493	.498
	OP3	**.786**	.392	.326
	OP4	**.814**	.534	.556
SHRM	HRM1	.573	**.724**	.554
	HRM2	.397	**.674**	.464
	HRM3	.344	**.766**	.486
	HRM4	.455	**.729**	.547
	HRM5	.458	**.712**	.470
	HRM6	.395	**.753**	.596
	HRM7	.417	**.738**	.636
	HRM8	.343	**.697**	.528
	HRM9	.441	**.796**	.674
ST	ST1	.552	.600	**.828**
	ST2	.389	.581	**.745**
	ST3	.466	.541	**.767**
	ST4	.435	.625	**.781**
	ST5	.349	.391	**.693**
	ST6	.401	.445	**.694**
	ST7	.464	.622	**.801**
	ST8	.454	.600	**.728**
	ST9	.413	.627	**.787**
	ST10	.427	.669	**.805**

4.3.2 Convergent Validity Analysis

Hair et al. (2010) referred to convergent validity as the level to which a group of variables are closes in the concept of measuring a certain item. It indicates the level to which the construct items are related to each other in measuring a construct (Trochim, 2006). Based on Hair et al.'s (2010) argument, three conditions have to be met to establish convergent validity namely, composite reliability (CR), factor loadings and average variance

extracted (AVE). The relationship between the items can be confirmed if the correlation reading falls in the range of -1.00 to +1.00 as established by Trochim (2006). Thus, according to multivariate analysis literature, the entire items examined were found to be within the acceptable range (Hair et al., 2010).

The factor loadings are significant at the significance level of 0.01. Moving on to the second condition for convergent validity testing, composite reliability is described as the level of the consistent represent of the latent construct by the items (Hair et al., 2010).

The values of composite reliability and Cronbach's alpha are obtained and presented in Table 4.4 through SPSS statistics. The Cronbach's alpha values fell in the range of 0.822 to 0.946 and the CR values in the range of 0.881 to 0.953 indicating that the values exceeded the value of 0.7 (Fornell & Larcker, 1981; Hair, 2010).

Therefore, the convergent validity of the outer model is confirmed. This is further supported by the average variance extracted (AVE) values that reflect the extracted average variance among items groups based on their relationship with the shared variance, with the measurement errors. AVE gauges the indicators obtained variance and link the appropriated variance to the measurement errors.

Lastly, if the value of AVE exceeds 0.5, this shows that he used items sets to measure construct are converged sufficiently (Barclay et al., 1995). In the context of this study, the AVE values ranged from 0.536 to 0.650, indicating good construct validity level of the measures (Barclay, Higgins & Thompson, 1995).

Table 0.4: Convergent Validity & Significance of Factor Loading

Construct	Item	Loading	T-value	CR	Cronbach alpha	AVE
OP	OP1	**0.813**	18.856	0.881	0.822	0.650
	OP2	**0.814**	15.332			
	OP3	**0.786**	10.380			
	OP4	**0.814**	21.707			
SHRM	HRM1	**0.724**	14.587	0.912	0.892	0.536
	HRM2	**0.674**	8.383			
	HRM3	**0.766**	8.833			
	HRM4	**0.729**	12.412			
	HRM5	**0.712**	10.016			
	HRM6	**0.753**	14.388			
	HRM7	**0.738**	9.574			
	HRM8	**0.697**	6.558			
	HRM9	**0.796**	17.275			
ST	ST1	**0.828**	31.272	0.933	0.920	0.584
	ST2	**0.745**	13.288			
	ST3	**0.767**	16.356			
	ST4	**0.781**	16.161			
	ST5	**0.693**	8.503			
	ST6	**0.694**	9.152			
	ST7	**0.801**	21.260			
	ST8	**0.728**	10.579			
	ST9	**0.787**	19.159			
	ST10	**0.805**	17.777			

4.3.3 Discriminant Validity Analysis

In order to confirm the validity of the constructs within the model, it is crucial to confirm the model's discriminant validity – this is a mandatory test prior to the hypotheses testing. In particular, discriminant validity measures the differentiating degree of the items among the constructs. This test ensures that no relationship exists between the unrelated items. It also measures the shared variance within a construct that should be higher compared to the variance shared among the other constructs (Compeau, Higgins & Huff, 1999). In this study, discriminant validity of the model is confirmed through Fornell and Larcker's (1981) method.

The AVE square root of the all the constructs in Table 4.5 is replaced at the correlation matrix. The study's outer model's discriminant validity is confirmed as the related attributes in the table and the carry items for the related construct exceeded the other elements of the column below the other constructs. The validity results of the model confirmed the model items validity as well as reliability.

Table 0.5: The Discriminant Validity Matrix using PLS

	OP	SHRM	ST
OP	1		
SHRM	0.598439	1	
ST	0.584247	0.752059	1

4.4 Hypotheses Testing Procedures
The PLS Algorithm using Smart PLS is used to testing the hypothesized model, where Figure 4.1 illustrates the path coefficients generation as suggested by Yetton et al. (2000), Shenhar et al. (2001) and Bourne et al. (2000).

Table 0.6: The Results of the Inner Structural Model

Hypothesis	Relation	Path Coefficient	Standard Error	T -value	P-Value	Decision
H1	**SHRM -> OP**	0.597	0.074	8.046	0.000	Supported
H2	**ST -> OP**	0.587	0.066	8.894	0.000	Supported

*:p<0.5; **:p<0.01; ***:p<0.001

4.5 The Predictive Relevance of the Model
Studies dedicated to multivariate data analysis stated that R square of the endogenous variables is explained by the predictor variables. It can therefore be stated that the R squares magnitude of the endogenous variables indicate the model's predictive power. The method of reusing sample adopted from Stone (1975) and Geisser (1975) was employed to confirm the model's predictive validity in this study. Wold (1982) argued that PLS is suitable to be used for the sample's reuse technique (Gotz, Liehr-Gobbers&Krafft, 2011).

4.5.1 Cross-Validated Redundancy
The predictive relevance of the model can be tested using the Stone-Geisser non-parametric test as evidenced by Chin (1998), Fornell and Cha (1994), Geisser (1975) and Stone (1975). The blindfolding procedure in the PLS package can be utilized for the examination of the predictive ability of the model. Such procedure is created to get rid of some data while handling them as missing values to estimate parameters. The estimated parameters are then utilized to recreate raw data that have earlier been missed. A general cross-validating metrics (Q^2) is produced as the outcome of the blindfolding process.

There are different forms of (Q^2) that can be obtained on the basis of the chosen prediction form. More importantly, a cross-validated communality is acquired when the data points are predicted using the underlying latent variable scores. On the other hand, if the data points prediction is acquired by the latent variables predicting the block, then a cross-validated redundancy (Q^2) is the result.

Moreover, the cross-validated redundancy measure can be deemed to be capable of indicating the model's predictive relevance (Fornell& Cha, 1994). If the redundant communality is found to exceed 0 for all the endogenous variables, the model is deemed to own predictive validity and if otherwise, its predictive relevance is inconclusive (Fornell & Cha, 1994).

The cross-validated redundancy for organizational performance is 0.275 (See Table 4.7), and based on the above condition provided by Fornell and Cha (1994), the model has adequate predictive validity.

Table 4.7 : *Predictive Quality Indicators of the Model*

Variable	Variable Type	R square	Cross-Validated Communality	Cross-Validated Redundancy
Organizational Performance	Endogenous	0.430	0.629	0.275

4.6 The Goodness of Fit (GoF) of the Whole Model
Contrasting to CBSEM, PLS-SEM uses only a single measure for goodness of fit. According Tenenhaus et al. (2005), goodness of fit for PLS refer to the geometric mean of the average communality and the average R square of the endogenous variables. As such, GoF measure constitutes the variance extracted by the inner as well as the outer model. Wetzels, Odekeren-Schroder and Van Oppen (2009) established guidelines using the following formula;

$$Gof = \sqrt{(\overline{R^2} \times \overline{AVE})}$$

$$Gof = \sqrt{(0.573 \times 0.750} = 0.558$$

Thus, the comparison was conducted on the basis of the baseline values of GoF laid down by Wetzels et al. (2009) which is as follows 0.1 denotes small, 0.25 denotes medium while 0.36 denotes large. The GoF result of the model is large based on the above values, which shows adequate PLS model validity.

5.Discussion and Conclusion

The primary aim of this study is to examine the effect of strategic human resource management (SHRM) and strategy on organizational performance (OP). This study examined the relationship between SHRM and OP and the results showed it to be positive and significant at the significance level of 0.001 at (β= 0.597, t=8.046, p<0.001). This result is consistent with the findings in literature, where a significant effect was found from SHRM to OP (e.g., Arawati, 2005; Flynn, Sakakibara& Schroeder, 1995; Talib, Rahman&Qureshi, 2013; Yasin, Kunt&Zimmerer, 2004).

The study also examined the relationship between strategy management and organizational performance and the findings indicated positive and significant effect at (β= 0. 0.587, t=8.894, p<0.001). This finding is aligned with prior studies in literature (e.g., Nilsson &Olve, 2001; Thomas, 2007; Bourne et al., 2000; Kaplan & Norton, 2007).

In sum, the civil defense performance in the UAE will remain a top issue when it comes to the development of the country. It is thus crucial for the departments making up the civil defense to assist in the achievement of the country's goals and objectives. Prior studies have extensively acknowledged the key role of SHRM and SM as effective strategies that are invaluable to improve organizational performance and competitive advantage.

This study reached results that supported and rejected the hypotheses proposed concerning the effect of SHRM and SM indicating the variables importance and significant impacts or lack thereof on organizational performance. Although the strategies are adopted form the West, they can be invaluable to developing countries as well for the enhancement of organizational performance, specifically the UAE public organizations in general and civil defense.

Several insights into the issues relating to the UAE civil defense performance are highlighted in this study. To date, this study is the only one conducted in the Middle East and the Arab world that investigated the joint effect of SHRM and ST on organizational performance. Through such integration, this study is expected to contribute to both literature and practice. Some of these contributions are explained in the next sub-section.

This study shed more light on the understanding of the relationship between the study variables (i.e. SHRM, ST and organizational performance). The study's framework is developed based on the results of prior studies in literature and is used to examine the proposed hypotheses. First, the study emphasized the importance of SHRM in the context of public departments, specifically the UAE Civil Defense departments. It also contributed to SHRM literature as it reexamined the issue of the SHRM-OP relationship. The reported inconsistent findings among prior authors in literature concerning such relationship urged further discussion and examination. Added to the above, the study also contributed to literature by integrating the variables effects as innovative strategies and practices within the theoretical model to provide insight into the variance of organizational performance.

Second, this study found ST significant in improving organizational performance as the effect of ST on the same was not confirmed. Some studies reported a positive and significant of ST dimensions on organizational performance, while others did not and thus, attributed to the collapse of organizations (e.g., Hunton et al., 2003; Velcu, 2007; Wieder, Booth, Matolcsy&Ossimitz, 2006).

Fourth, this study found the joint effect of SHRM and ST on organizational performance to be stronger than their individual effects. It suggests that the variables should be implemented as integrated strategies and this is further evidenced by the inter-dependence of the constructs dimensions. To this end, when the impact of the variables as composite variables is compared with the impact of their dimensions on organizational performance, the findings indicated their effective use as bundles as opposed to groups of strategies and practices.

Lastly, this study tested the hypotheses and the model and carried out a robust analysis of the validation instrument. Studies in literature largely dependence on the traditional instrument validation (e.g., factor analysis and Cronbach's alpha coefficient) – these instruments are not enough to handle complex analysis. Therefore, in this study, the researcher employed PLS-SEM for the validation of the measurement model and testing the proposed hypotheses. To the best knowledge of the researcher, this study is one of the few that used such an approach to analyze the goodness of fit of the model and for testing the hypotheses.

5.1.1 Practical Contributions

As for the practical contributions of this study, the results have several implications for managers, practitioners and policy makers. Several beneficial insights can be obtained on the way SHRM and ST enhance the performance of the organization with some described in this section.

The first practical contribution is the raising of awareness among decision makers and managers of the Northern Civil Defense in UAE on the importance to implement SHRM in the departments. SHRM is described as a management philosophy that is a requirement for organizations desirous of achieving competitive advantages and enhanced performance. If the Civil Defense is planning to implement any strategy or system, it needs SHRM to off-set problems that may crop up later.

The second practical contribution is the integrated system of ST and its crucial alignment to competitive environment and competitive advantages over rivals. It is notable that information technology has become indispensible in organizations wishing to adopt a global integration. The combination between SHRM and ST

can assist organizations in achieving their desired goals. In this regard, the findings of this study can be adopted by the Civil Defense for their adoption of both SHRM and ST to promote employees' awareness of the two.

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