

A PROJECT REPORT
ON
EXAMINING STRATEGIC HRM PRACTICES AND THEIR
IMPACTS ON ORGANIZATIONAL DEVELOPMENT
AND PERFORMANCE IN MADAYN ACADEMY

By
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Guided by
Festus Odhigu

A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Arts (Honours) in Business Administration
(Human Resource Management)

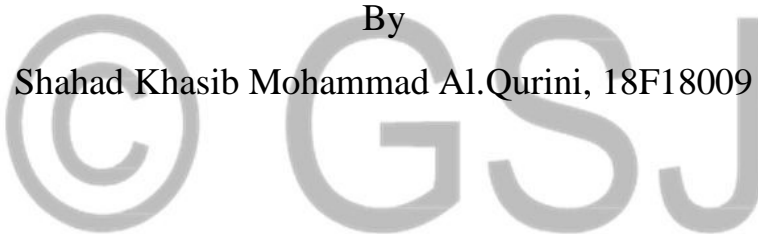


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DECLARATION

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APPROVAL FORM

The project report entitled Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy submitted by Shahad Khasib Mohamad Al.Qurini, 18F18009 is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

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ABSTRACT

This study dealt with the examination of strategic human resource management practices and their effects on organizational development and performance at Al Madayn Academy. Although there is no conclusive message about examining HRM practices and their impact on organizational development and performance, the current literature has documented a lot of evidence, which is worth reviewing and may generate inspiration for future research. The study was applied to a sample of 38 employees, out of a study population of 50 employees. The researcher relied on the questionnaire as the main tool for data collection, and used the Excel program for analyzing the responses. The study concluded through the analysis of the results that the order of dimensions of human resources management practices had an impact on organizational development among employees in Madayn Academy as follows: Training and development in the first place, followed by recruitment and selection and then evaluating the performance in terms of impact on organizational development and performance. There is a positive correlation between strategic HRM practices and organizational development and performance. In light of these results, the study recommended several recommendations: Try to adopt the concept of organizational development more broadly, which will return to the company with positive results at the long level. Promote interest in strategic human resource management practices because of their clear impact on organizational development and performance. Ensure the selection of experienced workers.

Keywords: HRM, Organizational Development, Madayn, Oman, Recruitment, Performance, and Training Development.

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LIST OF ABBREVIATION

HPT	Human Performance Technology
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
HUMINT	Human Intelligence
I&D	Integration and Development
I&KP	Instructor and Key Personnel
ICW	Interactive Courseware
IKPT	Instructor and Key Personnel Training
IMI	Interactive Multimedia Instruction
I/O	Input /Output



CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Organizations always strive to achieve the common goals of survival, excellence and growth despite the changing stormy environment characterized by complexity in organizations. To achieve these goals, development of human resources is critical as it is one of the most important resources for the organization being the main factor responsible for creativity and innovation to achieve competitive advantage. Furthermore, this research project focuses on strategic human resource management practices and their impact on organizational development and performance.

The ability to maximize the use of strengths and opportunities will eradicate all weaknesses, enhance readiness to face all negatively impacted changes and willingness to deal with threats to the success of organizational development both now and in the future.

Strategic human resource management is one of the most important concepts of modern management, which in turn helps to adapt and respond quickly to changes in the organization. Strategic management enables organizations to identify their current and future capabilities and thus helps to make appropriate decisions that ensure that the organization achieves its goals despite changes and threats in the external environment.

The most important factor in supporting the development strategy is the management of human resources and is responsible for the strategic responsibility in the provision of resources. It requires that the resources be able to achieve the required change by determining the quantity and type of needs of the organization in terms of human resources and its development and development of various activities and for all administrative levels for the benefit of the organization and its productivity. It should be noted that the strategic basis for organizational development is the function of human resource management

The strategic human resource department works to provide a link between people management and development techniques with the company's goals and long-term results, such as reward provision, which helps determine their suitability to the company's overall plan (Noe, 2015).

According to Pongpearchan (2016), one of the factors of the organization's success is the management of strategic human resources. It is one of the means of reaching the organization's stage of excellence and success because it evaluates the skills and capabilities of individuals, working on organizational strategies and arranging them in the right place to reach competitive advantage, which supports the comprehensive strategy. The government took the initiative to establish the first industrial city in 1983 within the framework of the state's efforts to develop the industrial sector as the best way to achieve long-term economic development goals, because of its importance in diversifying the sources of national income. This was done by creating an appropriate work environment, creating job opportunities for citizens, and using local raw materials. Muscat is the seat of an industrial zone known as the Rusayl Industrial Estate Authority "Madayn", which was established in 1985 AD. After its opening, other industrial cities were created. Hence, this study is an attempt to provide insight of strategic HRM practices and their impact on organizational development and performance in Madayn academy.

1.2 STATEMENT OF THE RESEARCH PROBLEM

The human element is the basis for achieving success and distinction for all organizations, so it must be taken care of by developing its performance, motivating it and managing it well. This study will help solve several parts of the problem facing Madayn Academy by defining: The role of SHRM and its impact on organizational development and performance. For a company to ensure its success and continuity, the market must be aware of the strategic relationship between human resources, their performance and organizational development. It is necessary to update and diversify the strategic practices related to human resources because of their importance and impact in achieving organizational development and performance for employees. It is necessary to know the impact that the strategic practices of human resources management can play in achieving the organizational development process at Madayn Academy.

Madayn Academy needs continuous updating of human resource management practices because of its impact on performance and organizational development. This requires the Academy to recognize the nature of strategic practices in terms of SHRM. This research aims to delve into SHRM and its impact on organizational development and performance in Madayn Academy.

1.3 AIMS AND OBJECTIVES OF THE STUDY

1.3.1 Aim and objectives of the study:

The project's overarching goal is to examine strategic HRM practices and their impacts on organizational development and performance in Madayn academy. The goal is achievable through the following specific objectives.

1.3.2 Objectives of the study:

1. To examine strategic human resource management practices and their impacts on organizational development and performance in Madayn Academy.
2. To evaluate the relationships between strategic human resource management practices, organizational development, and performance in Madayn Academy.
3. To analyze the factors affecting strategic human resource management practices.
4. To provide a framework for effective implementation of strategic human resource management practices.

1.3.3 Research questions

1. What are the strategic human resource management practices and their impacts on organizational development and performance in Madayn Academy?
2. What are the relationships between strategic human resource management practices, organizational development, and performance in Madayn Academy?
3. What are the factors affecting strategic human resource management practices?
4. What is the framework for effective implementation of strategic human resource management practices?

1.4 SCOPE OF THE STUDY

The general purpose of this research is to assess the importance of strategic human resource management practices on organizational development and performance, specifically these strategies: Recruitment strategy, compensation strategy, Training and

development strategy, and performance appraisal strategy. As this study is limited to Madayn Academy. Also, this study is only limited to those working in the human resources department, who have sufficient experience and knowledge in the field of employee organizational development. Questionnaires were distributed to collect primary data, and the target sample research included 30 employees out of the total number of employees working in the Academy. A survey questionnaire was conducted to support data collection methods for data collection and analysis in the fourth chapter of this research project. Also, this research took no more than 14 weeks to complete. This study covers a set of objective aspects related to the organization, namely: identifying the various strategic human resource management practices and their importance in organizational development and performance, factors affecting strategic human resource management practices, organizational development and performance, the relationship between strategic human resource management practices and their Organizational development and performance.

1.5 SIGNIFICANCE OF THE STUDY

In this study, a platform and a new vision about the strategic human resource management practices and their importance in organizational development and performance at Madayn Academy are presented.

Researcher.

This study will improve the skills and capabilities of the researcher in many areas of human resources. It will support her in enhancing planning skills, critical thinking and effective communication skills because of their importance in the field of human resources, and they are aware of matters that are related to the same and provide information and unique analysis. This study will also benefit of the reader by providing insights into SHRM aspects in Madayn.

The organization

This study will have a comprehensive look and will clarify the shortcomings and areas of improvement in it and will focus on evaluating and their impact on the employee and motivating the organizational performance and finding appropriate and motivating ways in order to solve all the difficulties and problems that cause the low productivity of the employee and the organization.

Educational institution.

There is no doubt that the educational institution will benefit from the students' ideas and provide them with assistance in order to conduct this research in a practical way in order to be able to obtain information, skills and experiences.

1.6 LIMITATION OF THE STUDY

The limits of the research are important because they allow the reader to know the limitations that the researcher faced while conducting the study. Initially, this study was limited to Madayn Academy and its employees, as the study was conducted on 30 employees (responders). In addition, this study is based on knowledge of strategic human resource management practices, and data was collected from Madayn Academy through conducting an interview and distributing a questionnaire to employees. The results of this study cannot be generalized to all organizations because this data and information will be collected from the employees of Madayn Academy. Also, regarding time constraints, the researcher faced a lack of time due to the pressures that the researcher faced in delivering assignments for other subjects, and this research, therefore, will make a schedule to complete all assignments on time.

1.7 OPERATIONAL DEFINITION OF TERMS

1. Strategic human resource management:

It is a distinctive approach or style for making important decisions about the distribution of planned activities to human resources, which in turn enables the organization to achieve its goals.

2. Organizational development:

It is an effective strategic process aimed at making a positive shift, whether in the structure of organizations or changing beliefs to adapt to the labor market and achieve continuous development.

3. Organizational performance:

The sum of the organization's ability to exploit all the resources for its operations, invest them and direct them to achieve the organization's goals.

4. Performance appraisal:

A formal procedure or regular review to measure an employee's job performance and results based on his job responsibilities.

1.8 STRUCTURE OF THE RESEARCH

Chapter 1: Introduction

This chapter is an introduction to highlight the chosen topic. The first chapter contains the background of the study and presents a statement of the research problems, the aim of the research, the research materials and research questions, limitations of the study, definition of operational terms, and report structure. It also contains a summary of the first chapter with an introduction to the second chapter.

Chapter 2: Literature Review

This chapter presents some literature review related to the research topic. It contains a critical analysis for the purpose of understanding the study and clarifying it to the researcher more. It also provides a summary of the second chapter with an introduction to the next chapter.

Chapter 3: Research Methodology

This chapter is called Research Methodology, and it presents a discussion about the research methodology chosen by the researcher, and the methods used by the researcher in collecting data. And information as an introduction to the chapter. Also, the design contains a description of the study population. All matters of sampling, research tools, testing of validity and reliability, techniques of data collection and analysis, and legal, ethical and social considerations are also included. It also provides a summary of chapter three with an introduction to the next chapter.

Chapter 4: Data analysis

This chapter presents the data and analysis of the results obtained from the questionnaires. It also provides a summary of Chapter 4 with an introduction to the next chapter.

Chapter 5: Summary of Findings, Conclusion, and Recommendation

The concluding chapter of the study consists of a summary of the results, collecting all the main points, and summarizing the chapter. It includes the introduction, summary of findings, conclusion, recommendations, limits, future research and summary of findings and recommendations from the research.

1.9 SUMMARY

This research included a number of main points of the topic, first the background, which focuses on strategic human resource management practices. As stated previously, this chapter provided the aim of conducting this study. The project's overarching goal is to examine strategic HRM practices and their impacts on organizational development and performance in Madayn academy. The goal is achievable through the following specific objectives.

Also, in this chapter some of the problems that organizations have faced are covered within the research problem statement. The most important goals, objectives and questions related to this research were also covered, and the most important stakeholders who would benefit from this research were clarified. In addition, this research has shed light on the most important determinants that may affect the conduct of this research, and the scope of the study is discussed in detail. This chapter also includes the definition of some operational terms related to the topic, and provides a detailed explanation of the research structure. The next chapter will discuss literature reviews relevant to the impact of strategic human resource management practices on organizational development and performance, and specifically on Madayn Academy.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The term literature review can refer to the process of conducting the audit as well as the product resulting from the audit procedure. The product resulting from the literature review is of interest to this section. Literature reviews of research studies at the master's and doctoral levels have different definitions. According to Lambert, 2012 defines literature review as a critical analysis of what is known about the subject of study, topics related to it, and the different views expressed in relation to the subject.

The second section of the research provides a literature review on strategic human resource management practices and their impact on organizational development and performance. To highlight different perspectives to achieve the successful implementation of strategic HRM practices through potential gaps that help to reach interpretations. Discussions and definitions will be divided into three parts of the speech: Strategic Human Resource Management and Organizational Development and Performance.

2.2 STRATEGIC HRM PRACTICES

The way strategic human resources management practices are applied differs from one organization to another. Studies have confirmed that human resource management strategies are important in organizational development and performance. Other studies have shown that it is necessary to strategically manage human resources and achieve organizational development. It is important to integrate each of the human resources management strategies with organizational development strategies in order to achieve a high level of performance. Studies and research on strategic human resource management have revealed its importance on organizational development and performance.

Talented human capital is one of the reasons why the company's goals are achieved in light of the inclusion of strategic human resource management practices.

According to Wright and McMahan, (1999), in order to achieve the organizational development and organizational goals of strategic human resource management, it is

necessary to choose the right human resources to put them in the right place. For this research, strategic HRM practices are the processes of recruitment, selection, training, development, and performance evaluation that must be aligned with long-term goals to achieve better performance.

According to the study conducted by Sarin (2018), on the relationship between human resource management, strategic human resource management practices and job satisfaction, a number of strategic human resource management practices were used: selection and recruitment, training and development, performance evaluation in addition to rewards. All of the practices mentioned are classified as common to different organizations. According to Nevis et al. (2018), the goal of human resource management practices is to motivate employee behaviors for the benefit of the organization.

2.2.1 Recruitment & selection

Harel and Tzafrir, (2007) explained that the recruitment process consists of several steps, starting with research and evaluation, and finally hiring a suitable candidate for the vacancy. In other research work, Terpstra and Rozell's, (2011), findings are, is that there is a strong correlation between the recruitment and selection process and the overall performance of the company. The main goal of the recruitment process is to choose the right person in the right place to get better results for the benefit of the company as a whole.

One of the most prominent results of the wrong choice is poor performance, where the right selection criteria help put the right person in the right place Pfeiffer, 2002. Terpsra and Rozell, (2011) highlighted the selection criteria as it depends on the identification of a workforce that has the required level of capabilities to be able to achieve organizational goals, as it positively affects business efficiency.

The needs of the organization's departments and business of human resources are estimated in terms of type, specifications and number, and adopting ways to help choose the best ones who are in line with the requirements of implementing the organization's strategy (Blanchard, 2005).

The Human Resources Department accurately estimates the needs of the organization's departments, activities and various human resources works, taking into account the

number, specifications, competencies and skills, then the sources of obtaining them are determined, followed by human resources recruitment programs, and the best selection among them, who can carry out the work and tasks entrusted to him and then strive to achieve the general strategy of the organization (Blanchard, 2005).

2.2.2 Training & development

Training and development is one of the most important practices of strategic human resources management as it is the means used to develop and improve the quality of employees. Training is classified as an investment in human assets by the organization (Knoke & Kalleberg, 2001). A number of researches have shown that the output of training and development programs is superior organizational results. In addition, the reason for increasing productivity and organizational effectiveness is training and development (Bartel, 1994; Barak et al., 1999; Knoke Kalleberg, 1994; Russell et al., 1985).

Peteraf (1993) explained that the training and development system in the organization is necessary because of its benefit achieved in the availability of skills and knowledge of employees and thus they will contribute to giving the competitive advantage to the organization by achieving the organizational strategic goals. Other researchers (Arthur, 1994; Fey et al., 2000) have stated that the practice of training and development is a human resource management practice that may lead to a decrease in employee turnover, better performance of an individual's work and thus an increase in organizational development and productivity.

In order for employees to learn everything new, training programs are required to improve the current performance and make it a high level. Development programs qualify scientists for future jobs in order to facilitate interaction with any new candidate who enters the organization.

According to previous research studies, the impact of training and development programs on organizational development and performance is very high; there is a strong link and a positive relationship between training and development and the company's performance.

2.2.3 Performance Appraisal

Shahzad et al., (2008) explain that performance appraisal as a management tool to follow up on employee performance and improve employee performance and productivity. Performance appraisal is an effective development process for the employee by monitoring workers, evaluating their performance, and providing feedback that contributes to improving employee performance and increasing organizational development and performance. Through the performance appraisal strategy, workers' commitment to work and the quality of their performance will be improved (Brown & Benson, 2003).

According to Ayanda (2010), the performance appraisal strategy contributes to knowing the actual performance with the target performance in terms of: size, quantity, speed, time, quality, cost, continuity.

The researcher concludes that the performance appraisal strategy provides a quantity of information regarding the improvement of training and development practices, recruitment and selection.

2.3 ORGANIZATIONAL DEVELOPMENT & PERFORMANCE

2.3.1 Organizational development

Parkb (2022), defines Organizational Development (OD) is "a complex educational strategy intended to change beliefs, attitudes, values, and organizational structures so that they can better adapt to new technologies, markets, and challenges, as well as the dizzying rate of change itself." Warren Bennis, who first introduced the idea of organizational culture in 1969.

Organizational development efforts are not limited to individuals, but organizational development concerns are directed to include individuals, followed by work groups and then the organization itself, knowing that these efforts are long-term to improve the organization's ability to solve the problems it faces. Organizational development is concerned with improving the interaction between the organization and the private environment of the employees so that both parties' benefit. Senior management manages and focuses on organizational development, as it includes all organization to increase the effectiveness of the organization.

Scott et al., (2016) claim that the development process aims to add social value in public institutions that involves measuring the following dimensions: monitoring, ease of information retrieval, trust in management, and participation in decision-making.

2.3.2 Organizational performance

Through human capital, organizations try to improve their performance to cope with the changing market environment. Organizations use different techniques to measure performance, such as the human resource scorecard, checking the amount of value added to organizational performance by human resources all help in gaining competitive advantage. To improve human resource management practices, feedback from performance measurements is used. The company's vital resource is the workers and the business depends on them, according to the discussion above (Scott, et al., 2016).

Organizational performance is ensured through good organization of strategic human resource management practices. Many studies have shown that strategic human resource management practices positively affect the company's performance, (Cappelli et al., 2010).

The researcher in the current study tries to measure the company's performance through the effectiveness of human resource management practices followed by the organization to achieve its goals.

2.4 THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE:

2.4.1 the relationship between strategic human resource management practices and organizational development:

This relationship is considered the cornerstone of any company, since these two divisions work in two harmonious systems, and one does not dispense with the other. For example, the Human Resources Department attracts the right and qualified employees to fill the job in terms of experience, knowledge and familiarity with the job. Organizational development develops the employee in terms of establishing training centers and workshops to increase the employee's experience from previous experience,

as this is the primary work to develop employees and promote long-term goals that are in line with the laws and regulations of the country. This leads to increased productivity and competition in local and global labor markets.

The Human Resources Department has evaluated people in terms of recruitment, selection, training & development, as well as performance appraisals. It has also developed employment policies and incentives, developed unique strategies for obtaining human resources, identified training needs, and used mathematical methods in recruitment and distribution. And this evolution in the roles played by human resource management provides unequivocal proof of the significance of human resources in the organizational development.

Scott et al., 2016 mention that the organizational development as a process of decision-making, goal planning, and conflict management.

Professionals working in organizational development focus on data and research that will help them in their attempts to strengthen the organization's overall systems and procedures. Medhat (2007) states that the organizational development is often aimed at:

- enhancing organizational effectiveness while adhering to work principles and culture
- Achieving better institutional performance, help people reach their full potential, increase their contributions, and build on their achievements.
- Conducting interventions to try to achieve good and fruitful development after evaluating the current processes in which the individuals involved in the company are involved.
- Aligning individual actions with organizational strategy, structures, goals, and other factors.
- Promoting organizational principles among employees and throughout the workplace.
- Blurring the differences between organizational growth and human resources.

Since it affects every aspect of decision-making, it is difficult to overstate the importance of organizational development as it relates to business success. Using organizational resources to increase effectiveness and productivity at work is known as

organizational development. Employee morale can also be raised by a successful organization because empowered and respected employees are more productive employees. The value of organizational development extends to how you approach problems within your business and how you examine a procedure to determine the most effective approach to implementing it. Investing both time and money is necessary to carry out organizational development.

2.5 THE RELATIONSHIP BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE:

Noe et al., (2007) noted that employee behavior and performance are influenced by strategic HRM policies and practices. Strategic HRM practices such as recruitment and selection, training and development, and performance appraisal enhance organizational performance and thus enable the organization to gain competitive advantage. These practices are detailed as follows (Purcell et al, 2007):

- Intensive Training.
- Selective recruitment (for modern employees).
- Compensation based on organizational performance.
- Differences in pay based on level.

Figure 2.1 illustrates the pattern of communication between HRM and performance. According to the model, the relationship between business strategies to organizational performance is measured by financial indicators. Armstrong (2006) confirmed that the presence of performance in this model is evidence of opportunity, ability, motivation. First comes the formulation of the business strategy and then the development of the human resources strategy. Before starting to formulate the business strategy, the following steps must be taken: Analyze the efficiency and skills of employees and know how to motivate them. It is the workforce that deserves performance indicators.

So, the business strategy comes after the integration of workforce opportunities. It is easy to track the strategic HR management and its strategies to adapt to previous practices that must be followed to implement performance. Implementing effective performance helps in achieving satisfaction with organizational performance from reaching and motivating employees and effective management of human resources through the production of quality products.

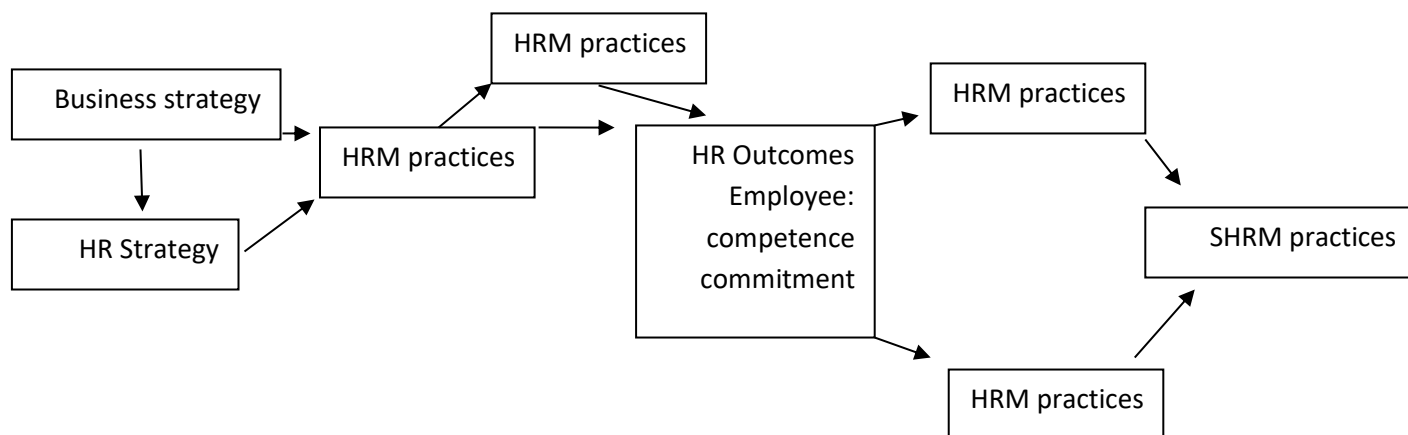


Figure 2.1 The relationship between SHRM and performance

Dyer and Reeves (1995), in HRM Performance Research Results, noted the main factors: HR-related outcomes such as absenteeism, job satisfaction, commitment, and turnover; Organizational outcomes such as productivity, efficiencies, quality, and service; Financial accounting results, such as profits, sales, return on assets and investment Capital results, such as growth and share price.

HR managers will be able to build programs that will lead to better operational results to achieve greater organizational performance thanks to the causal relationship between HR and organizational performance. Understanding organizational performance processes and developing HR practices that have an impact on process factors and results should be the primary objectives of HRM.

2.6 THE FACTOR AFFECTING STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES:

Several studies suggest that a number of HRM practices in SMEs are influenced by organizational contextual variables, such as ownership, age, and size of organizations (Zheng & Morrison, 2009). The use of data from Australian MSMEs reveals that human resource utilization rises as company size increases (Kotey & Slade, 2007).

There are two categories of factors that influence the practice of human resources: internal and external:

1. Internal factors
 - Company size

The formalization of human resource management processes and business volume is positively related to the following two main reasons: First, as companies grow, there are greater requirements for decentralization and communication between departments and employees. As a result, human resource management should be standardized, specialized and fairly residency (Nooteboom, 1993). Second, the majority of formal HRM procedures require high development expenditures (Klaas et al., 2000). Since many small businesses have limited financial resources, this gives larger companies a cost advantage.

- Organizational culture

As they present great possibilities and challenges for business practitioners and policymakers, today's organizations are primarily dynamic. It is very important to understand this dynamic in order to achieve the organizational strategic goal. Organizational cultures evolve over time to cope with dynamic shifts and meet organizational changes in pursuit of competitive advantage in all their operations. As stated by Ritchie (2000), supportive culture is seen as a motivational tool that encourages businesses to work efficiently and ensures success in all their endeavors. Strategic HR practice is killed by a toxic company culture.

2. External factors
 - Government regulations

The HR department is under constant pressure to follow the law as a result of the introduction of new compliance requirements in the workplace. All processes of HR departments are affected, including recruitment, training, bonuses, termination, and many others. Businesses that do not follow these imposed laws may incur heavy fines, which, in extreme cases, may force the company to close.

- Economic conditions

The state of the current economy is considered one of the main external influences. This may also hinder the ability to hire any employees at all as well as impact the talent pool. Knowing what is happening in the world around you and making a plan when there is an economic recession are two of the most effective strategies to prepare for adverse economic conditions. If a company has a financial fund for difficult days or a strategy to deal with the difficult environment, it can survive in any economic climate.

- Technological developments

This is seen as an external influence because once new technologies are launched, the HR department may start looking at ways to cut costs and downsize. A task that previously required two to four people may be completed by one person. Technology is changing the way we run a business, not only from a consumer perspective but also in terms of internal cost reduction.

- Workforce demographics

When members of the tenth generation retire and the younger generation enters the workforce, the HR department must find strategies to attract this new group of applicants. They need to hire in a new way and provide this younger generation with other types of reward packages. They must also provide a workplace that suits the needs of this generation.

HR managers are responsible for more than just hiring and firing; they also ensure that all external influences are taken into account and the correct procedures are followed to prevent legal action and sanctions.

2.7 IMPLEMENTATION OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES

Guest (1987) suggests that the four core objectives of human resource management—integration, employee commitment, flexibility, and quality—must exist. According to the author, three of them are very important for the effective application of human resource management. To achieve integration, it is necessary to create coherence between human resources and organizational strategy plans, and coherence of human resources policies among them, in addition to managers understanding the importance of human resources, which facilitates the implementation of strategic plans.

In order to change the workplace culture and encourage commitment, HR policies that emphasize compatible principles of conduct must be followed. Then, the organization must avoid rigid, hierarchical and bureaucratic structures in favor of organic structures that support project management and encourage the behavior of change agents among managers if they are to achieve flexibility. Another principle is the requirement of delegation of authority and decentralization through carefully thought-out work role design (Guest, 1987).

Therefore, the operational and financial performance of an enterprise can be significantly improved through the effective use of strategic human resource management. The use of strategic HRM such as performance-based compensation is associated with increased productivity, reduced turnover, increased sales, and increased profitability (Huselid, 1995). In addition, the implementation of technical and strategic HR practices has already undergone pilot tests; the results show that most companies, such as security and clearing companies, succeed when implementing technical HR practices.

Even in successful companies, there are usually discrepancies between what is expected and what is actually done when implementing human resource management practices (Truss, 2001). However, there is a greater likelihood of consistency between what is planned and what is successfully implemented when there is consensus among HR professionals to identify desired HR practices. HR coordination as seen by other partners leads to clearer development procedures and practices, which in turn reduces

this gap. Studies on the subject are still rare and often focus on line managers' sense of duty (Piening et al., 2014).

2.8 SUMMARY

This chapter presents a comprehensive review of the literature reviews on the topic of strategic human resource management practices and their importance on organizational development and performance. Many different research studies have been presented to give value to this research, such as: discussing a number of objective concepts such as strategic human resource management. In addition to other studies that indicate the relationship between strategic human resource management practices, organizational development, and organizational performance. A number of studies that present the factors affecting human resource management practices, implementation of strategic human resource management practices has also been studied. The next chapter is called Research Methodology, which will focus on research design, research tools, methods of collecting information, in addition to the study population, sampling technique and clarification of the method of data analysis.



CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This research project aims to examine the strategic human resource management practices and their importance in organizational development and performance at Madayn Academy. This chapter focuses on research methodology, generally defined as solving the problem of scientific research in an organized manner.

Research methodology refers in detail, as organized steps to study a topic in order to reach a reliable result that contributes to discussing research questions and solving the problem of scientific research (Janssen & Warren, 2020). The scientific research methodology contributes to helping the researcher to provide an organized and accurate research in terms of presenting in this section solutions to the problems related to the research.

Additionally, it provides the foundation for understanding the most popular research methodologies and techniques for both the researcher and the reader. where information is gathered using both primary and secondary sources, and data is gathered using both qualitative and quantitative techniques; a variety of methodologies and techniques improve research exploration and verification more effectively (Pedamkar ,2020).

The main method of collecting information is the questionnaire, as it will provide information related to the objectives and questions of the research. This chapter discusses various aspects related to research methodology, including the identification of the study population, sample size and methods, methods of data collection and analysis, the validity of various research tools, reliability testing, and legal, ethical and social conditions.

3.2 RESEARCH DESIGN

Research design is defined as a general and detailed strategy for the research process or a systematic procedure that ensures the answer to research questions (Sileyew, 2019). Research design focuses on appropriate research methods. As indicated by Dudovskiy (2021), research design has several elements; types of research design, research strategies, and different methods of data collection and analysis. According to the

researcher's classification, the type of research design which is adopted for the current study, is exploratory research, because it depends on the existence of a problem and the search for a solution to it. In addition, this type of research design is based on hypothesis-based studies and their interpretation (Akhtar, 2016).

The researcher should focus more on developing the research design because it helps in identifying the primary and secondary tasks of conducting the research as well as guiding the researcher in making the appropriate decision at each step of the planned study.

According to Somasundaram (2021), research design contributes to finding solutions to the research problem as well as completing all research objectives within a specified period of time. Research design is based on collecting data in a quantitative manner and means information that can be converted into numbers, i.e., including surveys and questionnaires or dealing with graphs to analyze data better and more accurately.

On the other hand, Jovancic (2021) indicates that qualitative research includes non-numerical data to answer research questions such as individuals' opinions or observations. Qualitative data is often obtained from interview questions.

3.3 POPULATION OF THE STUDY

The study population comes in the second step after the research design; the study community is a scientific term in the statistical field that refers to a group of individuals, institutions and other elements, and a statistical sample is taken from them according to the research problem in order to generalize the results of the research.

It is necessary to limit the study population due the following reason:

- Limited to a representative sample of the study population, because its application to members of society as a whole requires large costs and a long period of time (Momoh, 2021).

In this research, the employees of Madayn Academy will include the target group, a total of 50 employees, the study population included all levels and categories. In addition, this research will focus on the Human Resources Management Department, and employees aged 25-55 and above in this department who have knowledge and experience.

3.4 SAMPLING TECHNIQUE AND SAMPLE SIZE

The figure shows two calculator interfaces side-by-side. The left interface, titled "Determine Sample Size", has a "Confidence Level" section with radio buttons for "95%" (selected) and "99%". Below it are input fields for "Confidence Interval" (value: 8) and "Population" (value: 50). At the bottom, there are "Calculate" and "Clear" buttons, and a "Sample size needed" field with the value 38. The right interface, titled "Find Confidence Interval", has a "Confidence Level" section with radio buttons for "95%" (selected) and "99%". Below it are input fields for "Sample Size" (value: 38), "Population" (value: 50), and "Percentage" (value: 50). At the bottom, there are "Calculate" and "Clear" buttons, and a "Confidence Interval" field with the value 7.87.

Figure 3.1 - Sample size calculator

Sampling means choosing a sample from a population. In addition to being a statistical process as shown in Figure 3.1, in sampling a subset of the study population is identified and selected in a certain way (Tuvilla, 2020).

The sample selection process varies according to the type of technique used, such as:

- Simple random sampling technique
- Regular sampling technique

Where the number of items in the sample is represented by the sample size (Singh, 2018). The types of sampling techniques differ between two categories: Probability sampling and non-probability sampling. Probability sampling: The researcher randomly selects individuals based on specific criteria from the population. Compared to non-probability sampling, it is a method that does not rely on randomization but rather selects elements for a particular sample (Ranjit, 2018).

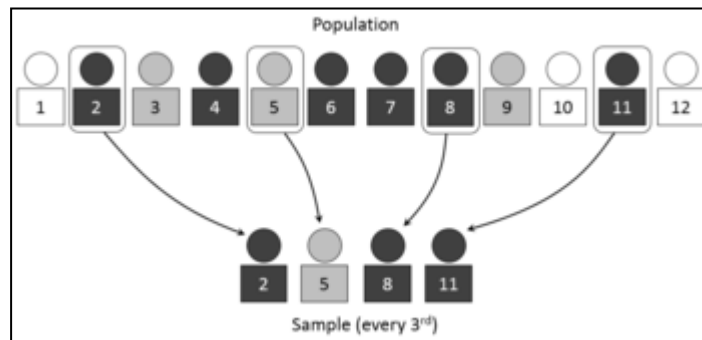


Figure 3.2 - Simple random sampling technique

The researcher relied on the technique of simple random sampling, which is one of the best probabilistic sampling techniques and indicates the possibility of choosing any individual as a component of the sample, where each member of the population has an equal chance of selection. It also helps save time and resources (McCombes, 2021).

According to what the researcher previously mentioned, it is difficult to conduct the study on the entire study population, due to the number of people, so the researcher chose to study the staff of Madayn Academy specifically in KOM 5 in the Knowledge Oasis. The researcher used formula to calculate the sample size. The required sample size is 50% of the total study population, knowing that the number of employees reached 50 employees. To calculate the sample size it is necessary to know the confidence interval which is 8, and the confidence level is 95%. The sample size was 38 of the total number of employees as shown in figure 3.4.2.

3.5 RESEARCH INSTRUMENTS AND VALIDITY AND RELIABILITY TESTING

3.5.1 Research instruments

There are several procedures for collecting data. Questionnaires and open interviews with closed and open questions constitute the majority of the tools used to collect information in research and studies complement each other, increasing the reliability and validity of the data. Closed surveys are often used to collect quantitative data, and questionnaires and open interviews are used to collect qualitative data. The main study objectives and research questions are used to build the elements of the questionnaire.

3.5.2 Questionnaire:

In any research endeavor, questionnaires are the primary source of information. It is therefore important to ensure that its preparation is correct and reliable (Richards & Schmidt, 2002, p. 438). The types of questionnaires are divided into three types:

- ✓ Closed end questionnaire
- ✓ Open-ended questionnaire
- ✓ Closed-end and open-ended questionnaires.

Note that the closed questionnaire provides the researcher with quantitative and numerical data compared to the open questionnaire that provides the researcher with qualitative or textual information.

Cleave (2021) acknowledged that the questionnaire is a basic research instrument, as the researcher uses it to collect information from the target group of a study.

One of the most notable advantages of using the questionnaire tool for data collection is that: it saves the researcher a lot of time and work and helps to efficiently and successfully gather data from a big number of people in a short amount of time. Additionally, the questionnaire may be created electronically and then sent to the target population by email, phone, text message, and other means at a lower cost (Kikoito, 2014). However, there are some disadvantages of questionnaires that must be considered when and wherever they are used (Gillham, 2000; Brown, 2001).

- ✓ The accuracy and correctness of responses may vary.
- ✓ Email and mail delivery usually has poor return rates.
- ✓ Ambiguity and lack of clarity in some questions may lead to incorrect and disconnected responses.
- ✓ Some queries may lead to misunderstandings.
- ✓ The wording of the questions may have an impact on the respondents' answers.

In general, there are different advantages and disadvantages to each ways of administering questionnaire.

3.5.3 Validity

The principles of natural and/or qualitative research are based on the idea that reliability, usefulness and reliability are factors that the evaluator and many stakeholders place on the validity of the study. In qualitative research, reality is comprehensive, multifaceted and always changing, according to Miriam (2003, p. 202). Therefore, it is the responsibility of the researcher and the subjects of the study to make an effort to include validity in the various stages of research, from data collection to data analysis and interpretation. Validity focuses primarily on whether our study is credible and truthful and assesses what is intended or supposed to be evaluated.

In this study, the results of the questionnaire will be applied to the validity test, noting that the impact of strategic human resource management practices and their importance in organizational development and performance will be studied. The validity of the measurement and validity increases if the questionnaire leads to a reliable diagnosis when analyzing the results and vice versa.

3.5.4 Reliability

The reliability of the data and results is one of the key criteria for any research procedure. The consistency, dependability, and repeatability of "the results acquired from a piece of study" are the key topics of reliability (Nunan, 1999, p. 14). Given the data are in numerical form, obtaining comparable outcomes in quantitative research is rather simple. However, obtaining the same results using qualitative research methods is quite rigorous and challenging. It is as a result of the narrative and subjective nature of the data.

The researcher is also interested in the possibility of bias resulting from the process of formulating questions and issues of validity and reliability resulting from the questionnaire itself; these are fundamental and widespread issues in scientific research. In addition, the researcher believes that the degree of validity places limitations on the degree of validity that can be achieved because a scale with a low level of validity cannot enhance the degree of validity much, while a scale with a high level of validity can be expected. More accurate. The matched process is also reliable.

3.6 DATA COLLECTION TECHNIQUES:

Data collection in statistics refers to the process of compiling information from all pertinent sources in order to resolve the study problem. Evaluating the result of the issue is helpful. One might get to a conclusion about the answer to the pertinent issue using the data collecting techniques.

'Data' is the main source of data collection technologies. Primary data and secondary data are the two categories into which data can be divided. Data collection is critical for any study or business because it makes it possible to ascertain a number of critical aspects, including performance. Therefore, the data collection process is critical for all flows. The two types of data collection methods are separated according to the type of data collected:

3.6.1 Primary sources

A type of information known as primary data or raw data is gleaned from a first-hand source through trials, surveys, or observations. The main data collecting techniques are further divided into two categories (Jus, 2022). Those are

- ✓ Quantitative Collecting Data Techniques
- ✓ Qualitative Collecting Data Techniques

Advantage:

- The data is constantly updated and relevant to the research objectives.
- It gives the researcher new, accurate and useful data that is relevant to his research problem.
- During data collection, it helps the researcher learn new facts and knowledge.

Disadvantage:

- Expensive and time-consuming to gather
- Sometimes it's necessary to communicate with clients directly.

3.6.2 Secondary sources

Secondary data is information collected from sources other than the original user. It indicates that someone has previously analyzed the information and that it is already available. Secondary data displays general or current information that the researcher (original user) collects and organizes from others. Secondary data can also be collected through libraries, books, magazines, journals, newspapers, websites, government publications, research reports, and other Internet sources.

- The advantages include: their cost is minimal, quick to assemble.
- The disadvantage include: generating new thoughts and understanding: Reanalyzing previous data and producing new degrees of insight on particular subjects become simpler.

3.7 DATA ANALYSIS TECHNIQUES:

According to Calzon (2021), 'The process or stage of analyzing the data collected, organized and transformed into models to produce useful information to be used later in answering research questions. As stated by the researcher, the data analysis technique is illustrated through tables and graphs that show the number of respondents to research questions (Njambi, 2014). This technique is also very important for the researcher because he will be able to clarify the relationships between all human resource management practices, organizational development and performance.

Depending on the questions asked, the type of data whether quantitative or qualitative, and the volume of data collected, there are a number of methods used in data analysis. Each focus on taking new data, analyzing it, and turning it into facts or figures that serve as appropriate criteria for decision-making. Descriptive analysis, logical analysis, statistical analysis, exploratory analysis and many other forms can be divided (William, 2020).

The following types of data analysis will be relied upon:

- Descriptive data analysis
- Statistical data analysis

Statistical analysis of data depends on several programs to analyze and process data, such as:

- Excel
- SAS
- STATA
- Python
- SPSS

The researcher chose the Excel tool to analyze data because of its most important features: The data analysis tool is multi-use, the data is processed and exported, and the graphs that explain the entered data are exported.

3.8 LEGAL AND ETHICAL CONSIDERATIONS AND SOCIAL CONSIDERATION

With reference to all ethical, social and legal considerations, they apply to all researchers and include all scientific and practical fields, also have greater importance in psychological sciences and behaviors because they are in direct contact with the samples taken to conduct this study. The researcher in this field must take into account a number of issues: ethical, social and legal because these issues may arise during the search for information and during the analysis of data.

3.8.1 Legal

Legal considerations refer to the regulations, rules and administrative policies of any scientific research, as they are issued by regulatory bodies and bind all their subsidiaries during work, determining ethical responsibilities and duties.

Therefore, the researcher must abide by and obtain an approval form from the educational institution to which he belongs before starting the research and collecting data, and the researcher must also avoid social and ethical issues that may arise through conducting the research because they are issues related to privacy and complete confidentiality.

3.8.2 Ethical

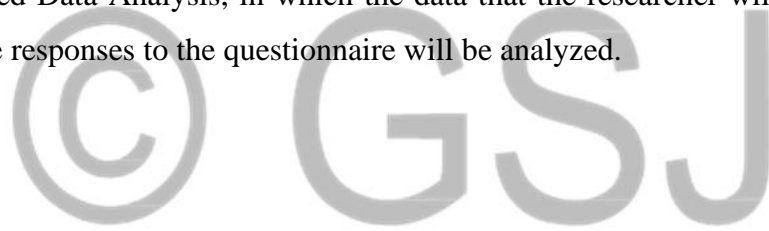
Ethical considerations can be defined as the set of values and ethical principles of individuals related to the direction of the designs and practices covered by the research. According to any research, credibility, fairness and objectivity must be taken into account and adhered to. Ethical issues may include research in order to protect the rights and truthfulness of research participants and to maintain scientific integrity.

3.8.3 Social Consideration

Each researcher is required to obtain the permission of the participants in order to give the respondents their information, the researcher must work honestly and transparently throughout the study process. However, getting them can be difficult, if not impossible. Other times, it may make the search completely useless.

3.9 SUMMARY

At the end of this chapter, which is included a discussion of the research methodology, included the following points: research design and technique of collecting data from primary sources such as the questionnaire, and secondary sources such as previous research and analyzing them using Excel, in addition to determining the sample size (20) of the study population. This chapter also included the identification of the research tool, which is the questionnaire, and the presentation of a discussion on the most prominent issues affecting the conduct of the research. The next chapter is the fourth chapter, called Data Analysis, in which the data that the researcher will collect after receiving the responses to the questionnaire will be analyzed.



CHAPTER 4: DATA ANALYSIS

4.1 INTRODUCTION

In this chapter, the data collected from the respondents will be analyzed through the poll that was shared with them by publishing the questionnaire link. The questionnaire targeted the employees working in the Madayn Academy and showed the extent of their interaction significantly. As the percentage of respondents reached about 85 %, because the questionnaire targeted 38 employees and answered 37 employees. In this chapter, the data will be analyzed after it: the charts and tables to display numerical data in addition to analyzing the qualitative data that the researcher reached an objective analysis and the quantitative data analysis is a statistical analysis to achieve the following research objectives

1. To examine strategic human resource management practices and their impacts on organizational development and performance in Madayn Academy.
2. To evaluate the relationships between strategic human resource management practices, organizational development, and performance in Madayn Academy.
3. To analyze the factors affecting strategic human resource management practices.
4. To provide a framework for effective implementation of strategic human resource management practices.

4.2 ANALYSIS OF THE QUESTIONNAIRE DATA

4.2.1 Gender

No. / Category	Gender	Frequency of responses	percentage
1	Male	17	46%
2	Female	20	54%

Table 4.1 - Gender

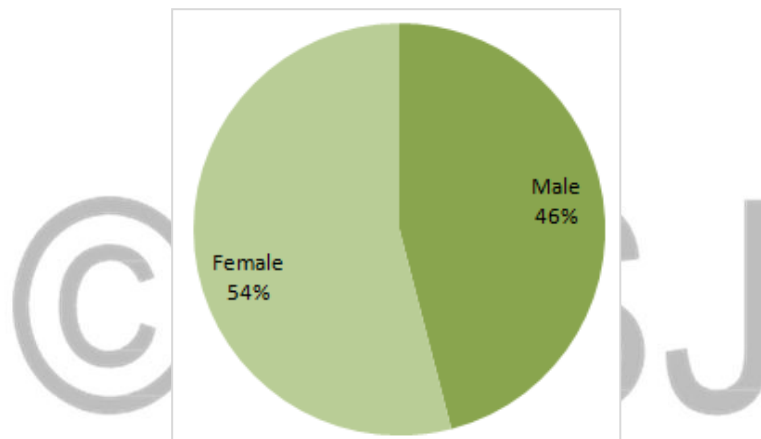


Figure 4.1 - Gender

The above pie chart illustrates the gender of respondent who have answered the online questionnaire at Madayn Academy. Figure 4.1 illustrates, that 17 out of 37 with percentage of 46% of the respondent are male, and 20 out of 37 with percentage of 54%. Therefore, the researcher noted that the rate of females exceeds the rate of males of the study sample.

4.2.2 Age

No. / Category	Age	Frequency of responses	Percentage
1	Less than 25	13	30%
2	26-35	15	65%
3	36-45	8	4%
4	46-55	1	1%
5	55 and above	0	0%

Table 4.2 – Age

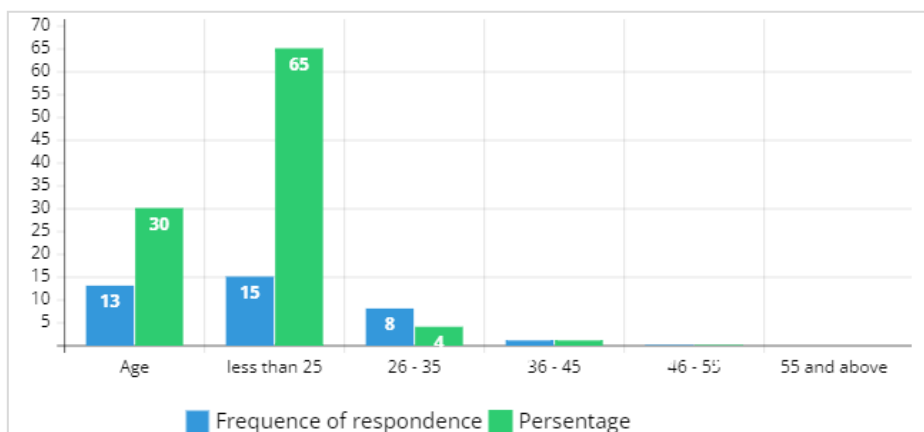


Figure 4.2 - Age

After collecting the data, the sample was selected from different age stages. The above Table and chart show that the highest percentage was 65% of respondents between the ages of 26 and 35 years. 30% of 13 people under the age of 25, 8 respondents aged 36-45, or 4%, and the lowest percentage of respondents were aged 46-55%.

4.2.3 Academic Qualifications

No. / Category	Qualifications	Frequency of responses	Percentage
1	Diploma	7	18%
2	Bachelor's	21	56%
3	Masters	9	26%

Table 4.3 - Academic Qualifications of respondent

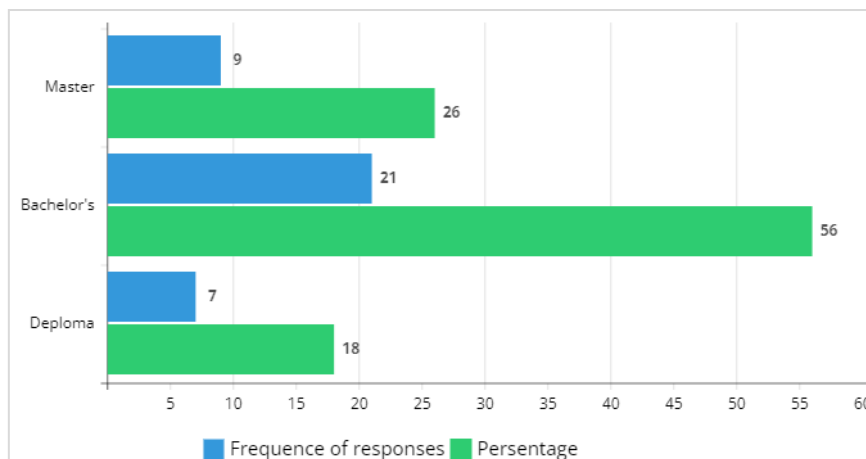


Figure 4.3 - Academic Qualifications of respondent

According to the Horizontal bar chart in Figure 4.3, 18% of the employees of Madayn Academy who obtained a diploma degree reached 7, and 56% of the employees obtained a bachelor's degree, i.e. about 21 employees. Also, 9 of the employees of Madayn Academy have a master's degree with a percentage of 26%.

4.2.4 Total years of experience

No. / Category	Years of experience	Frequency of responses	Percentage
1	Less than 5	23	62%
2	6-10	11	30%
3	11-16	3	8%

Table 4.4 - Total of years of experience

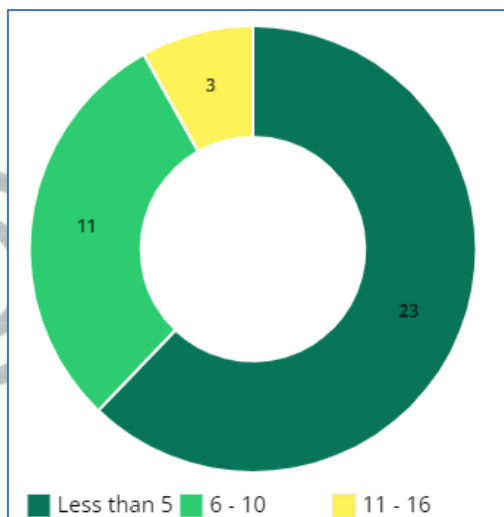


Figure 4.4 - total years of experiences

One of the demographic questions of the questionnaire is to determine the years of experience of the respondents to ensure the accuracy and reliability of the responses related to the study. According to Table 4.5, 62% of the respondents who participated in this study, equivalent to 23 people out of the total number of respondents, had worked for less than 5 years. 30% of the respondents, 11 people, worked at Madayn Academy for a period of 6 to 10 years. While the percentage of respondents who worked between 11 to 16 years was 8%, numbered 3 people out of the total number of respondents. The researcher noted that the more years of experience (years of work), the more accurate the information, because the employee is fully aware of the field of currency. And 62%

is a good percentage for those who have experience and can be relied upon to provide reliable information.

Which of the strategic human resource management practices have an impact more on organizational development and performance?

No. / Category	Options	Frequency of responses	Percentage
1	Training & development	18	49%
2	Recruitment	13	35%
3	performance appraisal	6	16%

Table 4.5 - SHRM practices



Figure 4.5 - SHRM practices

The following Stanchd bar chart shows that 49% of the respondents, which represents a percentage of those who answered that training and development are human resources management practices for organizational development and performance, where their number reached 18 compared to the lowest percentage of those who chose to evaluate performance, and the number of respondents was about 6. 35% responded to recruitment as a means of HRM practices for organizational development and performance.

Therefore, according to the respondents' answers, training and development are one of the most important human resource management practices for organizational development and performance. Some researchers have discovered that employee

training has an attractive impact on organizational development and performance, as Prabhu et al. (2019) conclude that a significant impact on the execution of an activity" or improvement in performance (Cooke et al. 2020; and Wood & Bischoff, 2020)." Some of these effects might be improvements in total employee productivity, where employers and employees are able to put out their best efforts by learning from one another and helping one another out.

The company focuses on strategic HRM practices that contribute to organizational development

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	13	35%
2	Agree	20	54%
3	Strongly Disagree	0	0%
4	Disagree	4	11%

Table 4.6 - HRM Development

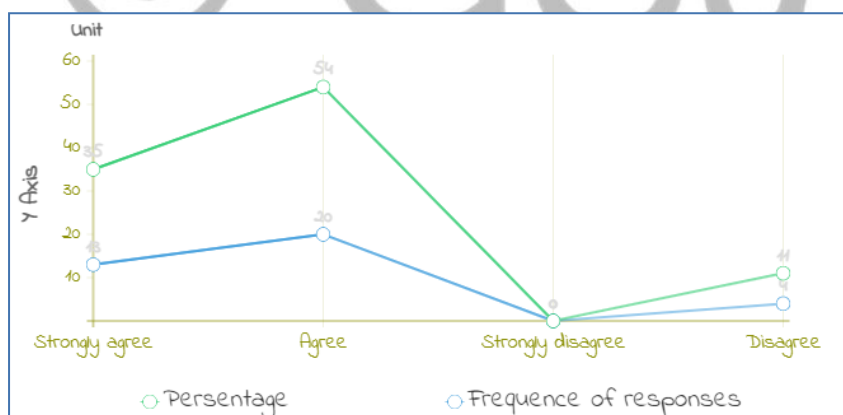


Figure 4.6 - HRM Development

The line chart shows the responses of employees and most of the answers show whether Madayn Academy focuses on human resource management practices for organizational development and the degree of their approval. About 35%, or about 13 strongly agreed with the previous statement, the response rate that strategic human resources practices are important in organizational development with all approval rates of 54%, i.e. 20 of employee responses out of a total of 37., and some responses indicate that there is an objection to the statement (11%, i.e. 4 of the responses).

There was no employee who strongly disagreed with this statement which indicates that HR management practices affect organizational development from the employees' point of view. Therefore, the researcher summarized through the reactions of all employees that strategic human resource management practices are important in organizational development, and indicates that it is the most important percentage of all employees who practice those practices, as it is the highest percentage among all responses which is 54%. These findings are in alignment with Chopra's, (2022) claim that the organization's top performance is a direct outcome of Strategic HRM practices.

The impact of SHRM on organization performance

No. / Category	Options	Frequency of responses	Percentage
1	High impact	23	60%
2	Low impact	10	27%
3	No Impact	4	11%

Table 4.7 - SHRM Performance

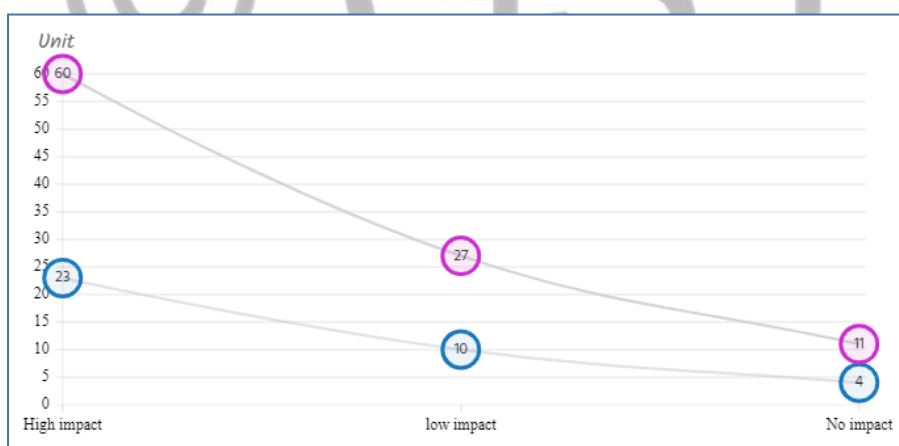


Figure 4.7 - SHRM Performance

The line chart shows the impact of SHRM on the performance of the organization, with the highest 60% of those who chose 'high impact'. The proportion of those who chose 'low impact' is 27%, about 10 of the participants. The percentage of those who chose 'no effect' was about 11%. This is in line with Green (2006) who also concluded that SHRM has a direct and negative impact on employee satisfaction, organizational commitment, and individual performance.

The company translates Human Resource Management Practices Into Sustainable Organizational Performance

No.	Options Category	Frequency of responses		Percentage
1	Strongly agree	12		32%
2	Agree	18		49%
3		Strongly Disagree	1	3%
4		Disagree	2	8%

Table 4.8 - SUSTAINABLE ORGANIZATIONAL PERFORMANCE

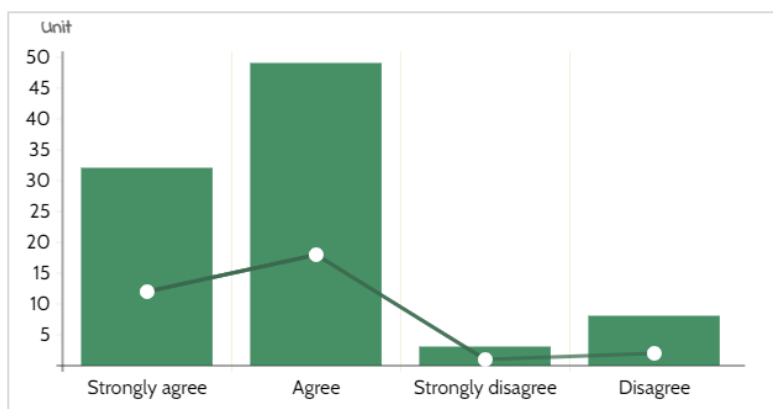


Figure 4.8 - SUSTAINABLE ORGANIZATIONAL PERFORMANCE

Referring to the findings in Table & figure 4.8, 49% indicated that they agreed that the company translates Human Resource Management Practices into Sustainable Organizational Performance, while 32% strongly agreed. On the other hand, about 8% disagreed that the company translates strategies into implementable programs. From these results, it can be concluded that by activating human resource management strategies such as training and development, recruitment, and performance evaluation as implementable programs that may contribute to achieving organizational development and performance. According to Anjum A. (2018), some researchers who take a universalistic stance have stated that HRM practices as a whole optimize Sustainable Organizational Performance.

The relationships between strategic human resource management practices, organizational development, and performance

No. / Category	Options	Frequency of responses	Percentage
1	Yes	85	49%
2	No	15	32%

Table 4.8 - The relationships between SHRM practices, organizational development, and performance

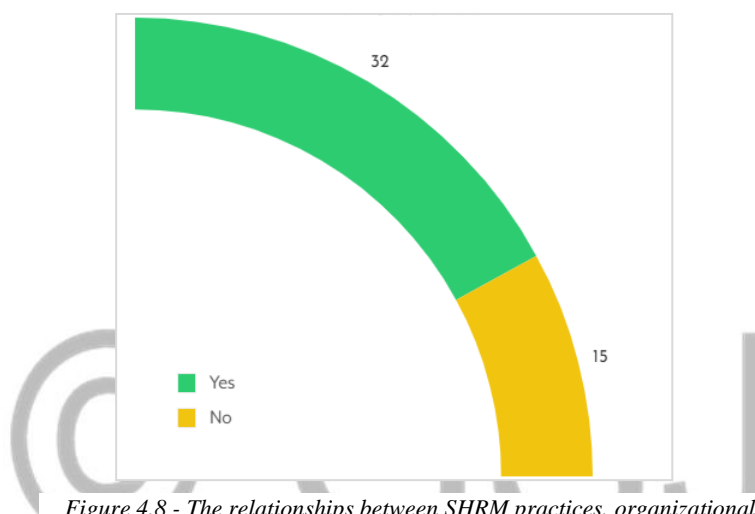


Figure 4.8 - The relationships between SHRM practices, organizational development, and performance

The figure shows that 85% of employees who work at Madayn Academy agree that human resource management practices contribute to increasing the impact on organizational development and performance and answered 'yes' (32 despondences). On the other hand, 15%, 32 of respondents who do not support this and answered 'No', so the use of human resource management practices has a role in increasing the impact on organizational development and performance, according to the responses reached by the researcher.

Kadhim (2017) also appoints out that SHRM practices (recruitment and selection, training and development and performance appraisal) are directly linked with organizational performance.

There is a positive and effective relationship between human resource management practices, organizational development and performance.

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	22	59%
2	Agree	9	24%
3	Strongly Disagree	3	8%
4	Disagree	3	8%

Table 4.9 - a positive and effective relationship between human resource management practices, organizational development and performance

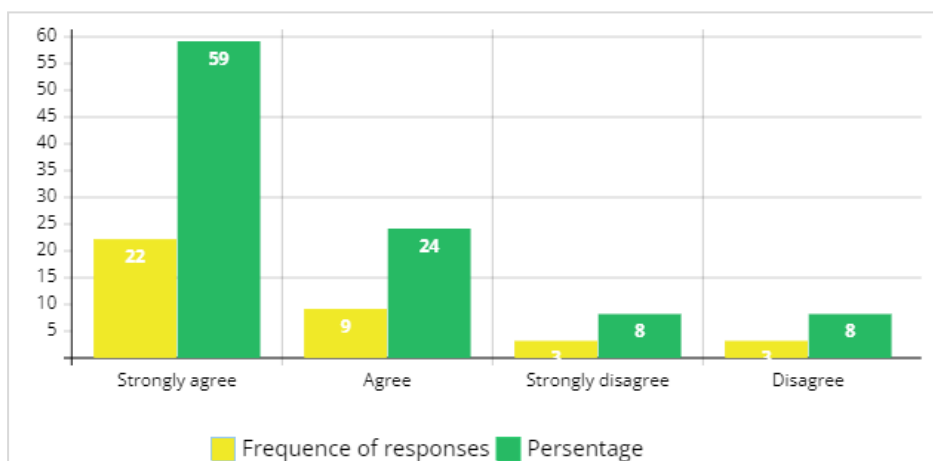


Figure 4.9 - a positive and effective relationship between human resource management practices, organizational development and performance

As for the results of this question, most respondents agree. 24% agreed, 59% strongly agreed, 8% opposed, and 8% strongly disagreed. From this pie chart it can be concluded that there is a clear positive relationship between the practices of human resource management, organizational development and performance. Kadhim (2017) proposed that Strategic recruitment and performance appraisal, training as strategic management of human resources, are among the activities that critically affect the performance of the organization.

The company evaluates the level of organizational development by achieving the following human resource management strategy:

No. / Category	Options	Frequency of responses	Percentage
1	Training and Development	14	38%
2	Recruitment and selection	11	30%
3	Performance appraisal	12	32%

Table 4.11 - The level of organizational development by achieving the different of SHRM Practices

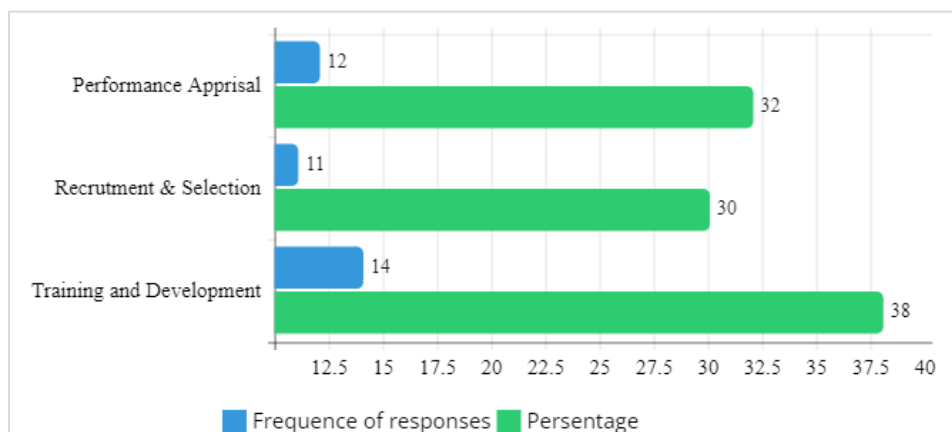


Figure 4.11 - The level of organizational development by achieving the different of SHRM Practices

The following bar chart shows that the company is assessing the level of organizational development by achieving the following HR strategy. The highest percentage of training and development was about 38%, the researcher noted that the percentages are close, which indicates that all the mentioned practices reflect positively on the employees of Madayn Academy. Recruitment and selection amounted to about 30%, and performance appraisal to about 32%. (Mohammad et al., 2018) has approved that training was of high concern by managers to reach excellence, followed by performance appraisal, and the least evaluation was for recruitment and selection.

The tasks and responsibilities of every employee is clearly specified and distinct as well as to whom to report.

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	10	27%
2	Agree	12	32%
3	Strongly Disagree	7	19%
4	Disagree	8	22%

Table 4.12 - The tasks and responsibilities of every employee

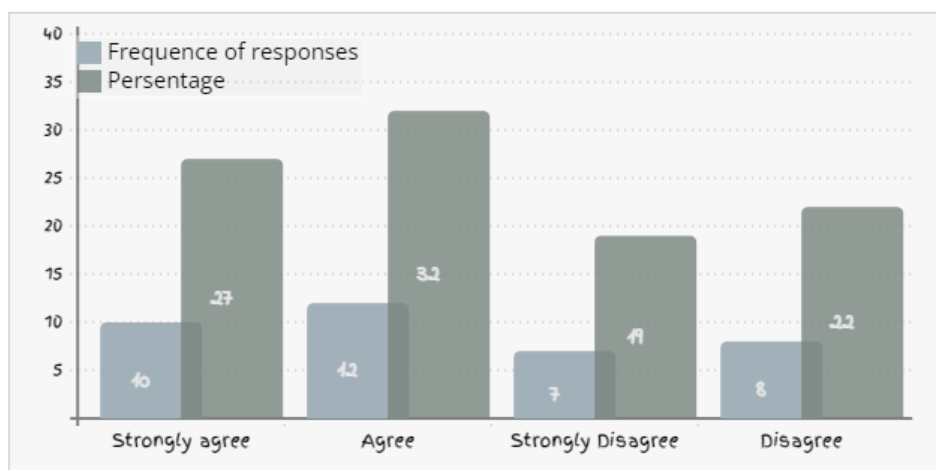


Figure 4.12 - The tasks and responsibilities of every employee

The bar chart above shows the employee responses indicating their perceptions on the clarity of the tasks and responsibilities assigned to them. The percentage of responses from employees who agreed that all tasks and responsibilities of each employee are distinctly clear is 32%. The percentage of responses that were strongly approved was estimated at 27%, those who disagreed and had difficulties understanding their tasks and responsibilities at 22%, and those who strongly rejected were estimated at 19%. Thus, it is clear from all the responses of the employees that they did not face challenges in understanding their responsibilities of the company and this is evidence of the company's keenness to clarify all tasks related to the employee. Moreover, Ali and Ngui (2019) approve the HR managers need to gain a deeper understanding of SHRM in

order to be active partners in the development and implementation of company policies to help that employee clearly understand tasks and responsibilities.

What is the most factors affecting strategic human resource management practices

No. / Category	Options	Frequency of responses	Percentage
1	Advance in technology and communication	8	22%
2	Workforce Availability and quality	15	41%
3	The political, social, culture and economic Environment	11	30%
4	Employee retention polices	3	8%

Table 4.13 - The most factors affecting strategic human resource management practices

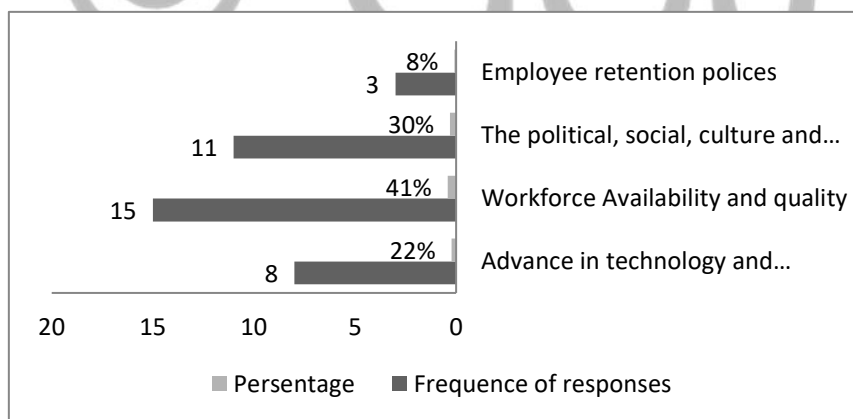


Figure 4.13 - The most factors affecting strategic human resource management practices

The above graph shows that the most influential factor in strategic HRM practices is the workforce availability and quality, about 41% of respondents. While the political, social, cultural and economic environment was about 30%, advances in technology and communications were about 22%, while the lowest rate was 8% which is the employee

retention policy. Jackson (2008) believed that workforce availability and quality, which result in high performance work systems, which is the most important.

Implementation of HR technology is one of the biggest factors affecting strategic human resource management practices in an organization. Because:

No. / Category	Options	Frequency of responses	Percentage
1	Advance in technology and communication	16	43%
2	Workforce Availability and quality	21	57%

Table 4.15 - HR Technology is one of the biggest factors affecting SHRM practices

From the Table, it can be found why Madayn Academy is mostly influenced by strategic HRM practices, with 57% of respondents choosing to enhance HR productivity and efficiency. The other choice is 'more effective employee management' at around 43%. Chenevert and Tremblay (2009) classified that only when these factors coincide: advances in technology and communications, availability and quality of workforce, strategic HRM policy and practices will produce a significant and positive impact on organizational performance.

strategic HRM practices is designed to help the HR department take the right steps towards successful Human Resource Management.

No. / Category	Options	Frequency of responses	Percentage
1	Yes	24	57%
2	No	13	43%

Table 4.16 - SHRM practices are designed to help the HR department

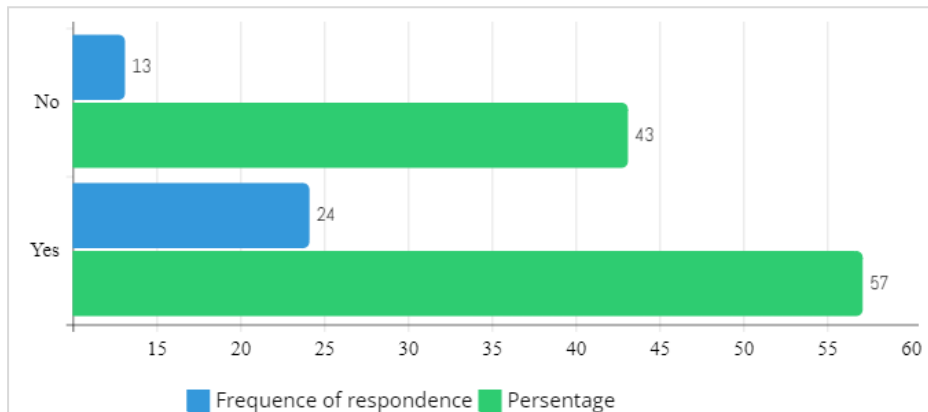


Figure 4.16 - SHRM practices are designed to help the HR department

Referring to the findings in the bar chart above, 57% indicated that they agree with this statement 'Strategic HRM practices are designed to help HR management take the right steps towards successful HRM'. 24 replies. On the other hand, the number of respondents who answered 'no' reached 13 (43%). According to Emeritus (2022), the SHRM practices find ways for the HR staff to directly and positively contribute to the company's overall growth.

The organization having to compromise with resources that are not the best fit for the positions.

Table 4.16.

The organization having to compromise with resources that are not the best fit for the positions.

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	4	11%
2	Agree	29	78%
3	Strongly Disagree	3	8%
4	Disagree	1	3%

Table 4.17 - The organization having to compromise with resources that are not the best fit for the positions.

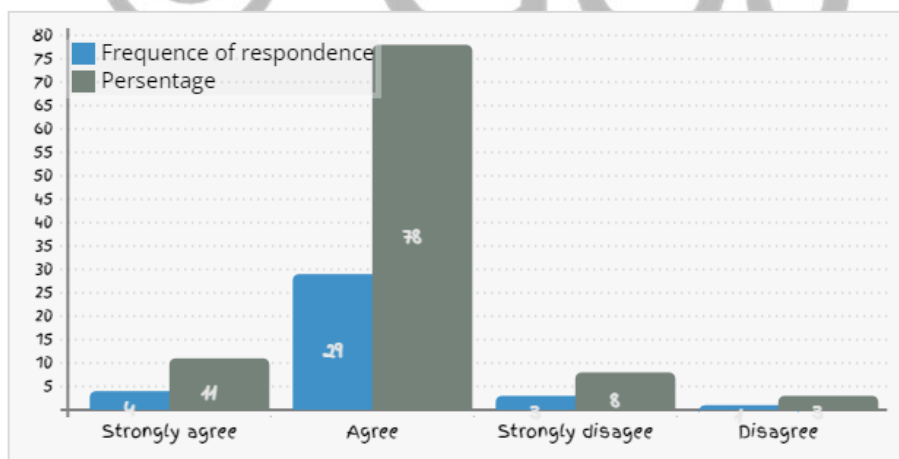


Figure 4.17 - The organization having to compromise with resources that are not the best fit for the positions.

The graph shows that the employees' responses were reached for the extent to which they agreed with the statement, so the percentage of employees' responses who agreed was 78%, the percentage of responses that strongly agreed was estimated at 11%, those who disagreed at 3%, and the percentage and responses of employees who strongly disagreed was estimated by 8%. So it is evident from all employee responses that the

company is keen on retaining and training all its employees to show excellent skills and not compromising any employee they own at 78%. Fields et al., (2010) There are often compromises, and in some cases, the choice of candidate determines the type of role they will perform, so to compromise resources that are not best suited for positions will benefit saving time and money for employee training as well as benefit organizational development and performance by choosing the right person in the right place

Company provides clear career path information to employee

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	10	27%
2	Agree	23	62%
3	Strongly Disagree	1	3%
4	Disagree	3	8%

Table 4.18 - Company provides clear career path information to employee

According to the graph, the responses of employees who gave their opinion on the subject were reached, so the percentage of employees who agreed that the company

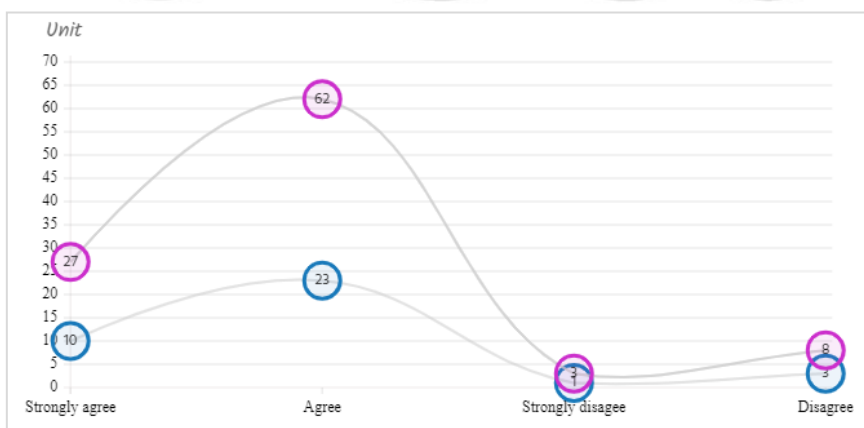


Figure 4.18 - Company provides clear career path information to employee

gives clear information about the career path was 62%; the percentage of responses that were strongly approved was estimated at 27%; those who did not agree that the company did not provide sufficient information and explain it to the employee at 8%; and those who strongly rejected it was estimated at 3%.

Thus, it is clear from all the employees' responses that Madayn Academy played its role and gave sufficient attention in clarifying the employee's career path in terms of concept, importance and subsequent information that helped the employee understand the career path, as it represents 62%. Susan (2022) state that One SHRM practice that provides an opportunity for a clear career path is the performance appraisal in some organization. In organizations with a formal process, career path is seen as having institutional support.

Employee in each job normally go through training programs every years or periodically.

No. / Category	Options	Frequency of responses	Percentage
1	Strongly agree	5	14%
2	Agree	30	81%
3	Strongly Disagree	0	0%
4	Disagree	2	5%

Table 4.19 - Employee in each job normally go through training programs

According to the Table above, the responses of employees who gave their opinion on this topic were reached, so the percentage of responses of employees who agreed that employees are undergoing training courses that help them develop their skills more is 81% (30 of respondents), the percentage of responses that were strongly approved was estimated at 14% (5 of the respondents), and the percentage of employees who did not agree that the company did not provide training opportunities was estimated at 5%.

Thus, it is clear from all responses that the company provides training programs for employees periodically, and this is evidence of Madayn Academy's keenness on the importance of employee enrollment in various training courses in the career field, due to what these courses contribute to developing experiences and providing those enrolled with new skills that keep pace with the developments of the times, as it represents 81%. Maryville (2023), claim that employee training and development programs are essential to business success worldwide. Employees who participate in training programs tend to feel a stronger sense of belonging, training aims to allow employees to acquire new skills and information.

Various strategic human resource management practices such as performance appraisal can be used in the work environment to increase employee performance.

No. / Category	Options	Frequency of responses	Percentage
1	Yes	22	49%
2	No	15	32%

Table 4.20 - Performance appraisal can be used in the work environment to increase employee performance

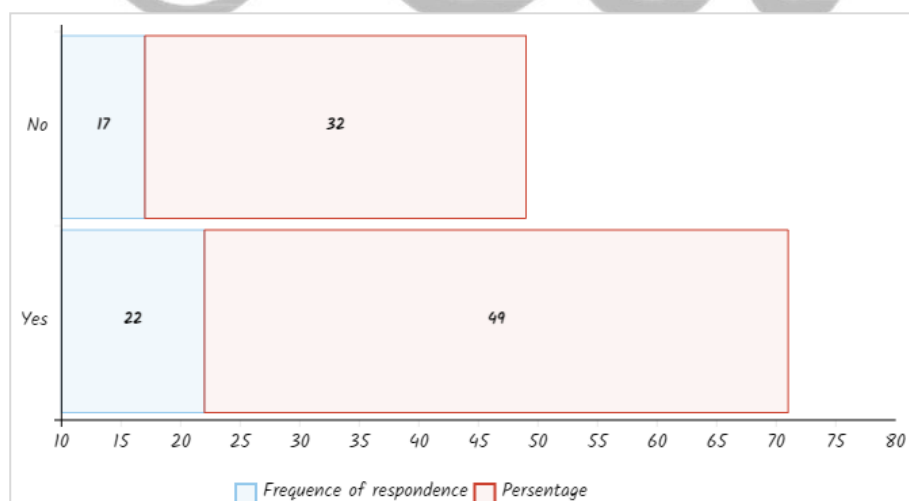


Figure 4.21 - Performance appraisal can be used in the work environment to increase employee performance

According to the table shown above, the table shows that 85% of employees who work in the company agree that performance appraisal contributes to increasing employee performance, with 32 respondents answering 'yes'. On the other hand, 15%, of respondents did not support this and answered 'no', So performance appraisal has a role

in increasing employee performance and influencing organizational development and performance according to the researcher's findings. Leisink and Knies (2017) found that evaluations may help managers refine, validate, and develop an objective basis for employee decisions. It can also be used to strengthen and improve employee performance.

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CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The last chapter of the research will provide a summary of the main findings reached by the researcher through the results of the analysis of the data collected from the responses of the respondents to the questionnaire in the fourth chapter and the information collected based on the research questions in the second chapter. In addition, this chapter provides a summary of all the important points that are based on the objectives and questions of the research in the conclusion. This chapter provides general recommendations that benefit Madalyn Academy to avoid problems related to organizational development and performance. It also provides a discussion of the most prominent constraints and challenges faced by the researcher to complete this research.

5.2 SUMMARY OF FINDINGS

5.2.1 To examine strategic human resource management practices and their impacts on organizational development and performance in Madayn Academy.

The study's main findings based on the analysis of the questionnaire responses are that the practices affecting strategic human resources management practices can be ranked in significance as follows: recruitment and selection in the first place, then training and development, and then performance evaluation, which were classified according to their impact on: organizational development and performance.

5.2.2 To evaluate the relationships between strategic human resource management practices, organizational development, and performance in Madayn Academy.

The results revealed through quantitative statistics that respondents agreed that training, development, recruitment, selection and performance evaluation contributed to organizational development and performance by 82%. The results also revealed that respondents agree that strategic human resource management practices and their importance in organizational development and performance are 17%.

The statistical analysis of the relationship between all human resource management practices, organizational development and performance also found that there is a strong positive correlation.

5.2.3 To analyze the factors affecting strategic human resource management practices.

The factors affecting the strategic human resources management practices at Madayn Academy varied between: advances in technology and communications, implementation of human resources technology, political, social, cultural and economic environment, in addition to employee retention policies, as well as training and development among the most important factors that affected organizational development and performance.

Based on an analysis of the results of this research, the results determine that each factor of strategic human resource management helps to improve performance and organizational development. The results of this research also indicate that training and development are key factors that significantly affect the strategic human resource management in the organization, as training provides opportunities for employee growth.

5.3 CONCLUSION

The data collected from the respondents' responses to the questionnaire on strategic human resource management practices and their importance in organizational development and performance at Madayn Academy indicate that it can help address the shortcomings revealed by the researcher in this study.

Strategic human resources management practices are one of the most important keys that lead organizations to success based on the results of this study. This study proved that human resources management practices significantly affect performance and organizational development.

Strategic HRM practices are influenced by many factors such as advances in technology and communications, implementation of HR technology and others. From the results of this study, it can be concluded that training and development, recruitment, selection and performance evaluation are strategic practices that contribute to achieving organizational development and performance. Workers tend to express satisfaction with these practices through performance and commitment to their work. In addition, the respondents thought that the productivity and effectiveness of the organization's performance can be improved through effective SHRM practices. This study also

showed that there are many ways to provide a framework for the effective implementation of strategic human resource management practices.

5.4 RECOMMENDATION

Through effective SHRM practices. This study also showed that there are many ways Through the results that were previously presented, some recommendations must be made to Madayn Academy because of its importance, including:

1. It is very important to rethink the location, status and importance of the human resources function, it must become a strategic partner in the organization.
2. The strategic approach and its practice must be effective, modern and inseparable from the reality of the strategic institution in order to facilitate its human resources to achieve organizational development and performance.
3. Madayn Academy must also work to acquire human resources in order to improve and continue, and this is by providing experiences, skills, values, behaviors and knowledge, as it has a role in order to continue.
4. It is also important to pay attention to the development of the wage and incentive system because of its importance to the individual. The incentives must be reviewed from time to time to keep pace with the changes; not all 5. incentives are appropriate and suitable for that time. Incentives lose value over time and may not fit that period of time for the individual.
5. Showing thanks and gratitude to the distinguished and hardworking at work creates a spirit of competition and dedication to the completion of work and enhances confidence and pride, so the employee feels his importance at work.
6. Fairness in workers' wages and fair job titles must be ensured so that employees feel psychologically comfortable and more loyal to their work. If justice disappears, the worker will feel complacent and this is considered his right, in addition there will be a kind of revenge because of the lack of justice and fairness at work.
7. Madayn Academy must bring those with skills, expertise and human resources that are qualified and specialized in the field of work, especially engineers.

5.5 LIMITATIONS

This study has resulted in some of the limitations, as follows:

- The necessary regulations imposed by the organization have greatly limited research on the subject of precautions that must be taken because of their impact on the limited interviews that are necessary to collect the necessary data and information.
- Sample size: The sample size was supposed to be larger so that the researcher could generalize the results of the study in the sample used.
- Scope of study: This study may be of a wide range than it looks like, as it may measure the level of implementation of human resource management practices and their impact on organizational development and performance for many companies.
- Time constraints: Time was limited to complete this study and may not have been enough for the researcher to delve into the study to include a number of different aspects.

5.6 FUTURE RESEARCH

This study was limited to one organization (Madayn Academy); other future studies can be conducted for other institutions in order to verify and confirm the validity of the results of this study, so that the results can be generalized to other public institutions. The sample size used for this study is very small and enables more comprehensive information. Therefore, the research on human resource management practices should focus on a large sample size in order to generalize the results. A number of studies can be conducted human resource management practices and their impact on organizational development and performance, as training, recruitment and performance evaluation are among the most important practices affecting organizational development and performance. Another study can be conducted that includes service and commercial to study the impact of strategic human resource management practices because service and commercial companies depend on employee effort and mastery of work.

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APPENDIX 1: PROJECT DIARIES



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	08/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy

Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	SHAHAD KHASIB MOHAMMED ALQURINI	Week: 4	
Name of Supervisor:	Festus Odhigu		
Project Title:	Examining strategic HRM practices and their impacts on organizational development and performance in Madaya academy		

Date/Day:	Time:	Venue:
01/11/2022 - Tuesday	01:10 PM	On - Campus

Tasks as per project plan	Actual tasks taken up/completed
Choosing Project title Start write Project proposal Submit the proposal Chapter1: Background, research problem, aim, research questions, research objective, Scope and limitation of the study, structure of the research, Summary	Actual task taken up: 1. Choosing Project title 2. Start write Project proposal 3. Submit the proposal And the tasks which related to Chapter one most of them are already done in the proposal and a few of them are progress.

Comments / observations / remarks by the Student I attended a number of useful workshops to help me write the research, with the support of the college: 1. UPGRADE Program Orientation 2. Designing a Research Proposal	
Remarks / Comments by the Supervisor Project title was discussed and finalized. Research objectives and research questions were reviewed and approved. The project proposal was evaluated, and feedback was given. Student was asked to incorporate the project proposal feedback in chapter 1. Chapter 1 was discussed and outline for chapter 1 was given.	
Signature of Student:	Signature of Supervisor: <i>Festus Odhigu</i>



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	08/01/2022	Next Review Date	02/01/2023

Date: 01/11/2022	Date: 1/11/2022
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy


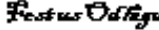
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Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID: SHAHAD KHASIB MOHAMMED AL.QURINI		Week: 4	
Name of Supervisor: Festus Odhigu			
Project Title: Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy			

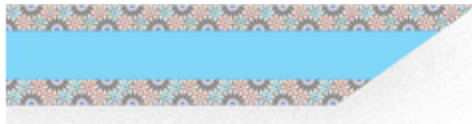
Date/ Day: 22/11/2022 - Tuesday	Time: 7:44 PM	Venue: On – Campus
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Tasks as per project plan	Actual tasks taken up / completed
Chapter1: Background, research problem, aim, research questions, research objective, Scope and limitation of the study, structure of the research, Summary	Actual task taken up: All the point in chapter One The tasks which related to Chapter one most of them are already done in the proposal .

Comments / observations / remarks by the Student I attended a number of useful workshops to help me write the research, with the support of the college: 1. Designing an effective survey instrument – Online survey 2. Employability skills
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Remarks / Comments by the Supervisor Chapter 1 was reviewed; feedback was given, and student was asked to incorporate the feedback in the final project report. Chapter 2 was discussed with student. Headings for chapter 2 literature review were formulated, reviewed, and approved. Move structure for project (genre pedagogy) was discussed and student was asked to make use of it.
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Signature of Student:  Date: 01/11/2022	Signature of Supervisor: Festus Odhigu  Date: 24/11/2022
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy




Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	SHAHAD KHASIB MOHAMMED AL.QURINI	Week:	9
Name of Supervisor: Festus Odhigu			
Project Title: Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy			

Date/ Day: 09/12/2022 - Friday	Time: 5:44 PM	Venue: On – Campus
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Tasks as per project plan	Actual tasks taken up / completed
<p>Chapter 2: All main and sub heading</p>	<p>Actual task taken up: All the point in chapter two</p>

<p>Comments / observations / remarks by the Student I attended a number of useful workshops to help me write the research, with the support of the college:</p> <ol style="list-style-type: none"> 1. Leading Through Uncertainty 2. Research Design/Methodology.
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<p>Remarks / Comments by the Supervisor Headings for chapter 2 were reviewed and finalized. Chapter 2 was reviewed, and feedback was given. Chapter 3 outline was given and discussed. Student was asked to formulate questionnaire for review and approval.</p>

<p>Signature of Student: </p> <p>Date: 09/12/2022</p>	<p>Signature of Supervisor: <i>Festus Odhigu</i></p> <p>Date: 9/12/2022</p>
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy




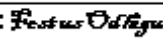
Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID: SHAHAD KHASIB MOHAMMED AL.QURINI			Week: 12 <input type="checkbox"/>
Name of Supervisor: Festus Odhigu			
Project Title: Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy			

Date/ Day: 23/12/2022 - Friday	Time: 11:44 PM	Venue: On – Campus
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Tasks as per project plan	Actual tasks taken up / completed
<p>Chapter3: Introduction, Research Design, Population of the Study , Sampling Technique and Sample Size , Research Instruments and Validity and Reliability Testing , Data Collection Techniques , Data Analysis Technique , Legal, Ethical and Social Considerations , Summaries the chapter and introduce the next chapter.</p>	<p>Actual task taken up: Some of the point in chapter three</p> <p>There are a few of point are already completed: Introduction, Population of the Study , and sample size</p>

Comments / observations / remarks by the Student
I attended a number of useful workshops to help me write the research, with the support of the college:
 1. Analyzing Secondary Data.

Remarks / Comments by the Supervisor
 Feedback was given for chapter 3. Student was advised to incorporate the feedback in the final project report. Questionnaire was reviewed and feedback was given. Chapter 4 data analysis was discussed.

Signature of Student:  Date: 09/12/2022	Signature of Supervisor: Festus Odhigu  Date: 22/12/2022
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy

Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID: SHAHAD KHASIB MOHAMMED AL.QURINI			Week: 13
Name of Supervisor: Festus Odhigu			
Project Title: Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy			

Date/ Day: 23/12/2022 - Friday	Time: 3:45 PM	Venue: On – Campus
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Tasks as per project plan	Actual tasks taken up / completed
Chapter4: Introduction, using tables, graphs etc to analysis the information from the questionnaire and discuss the findings in relation to the literature in chapter two.	The actual task will be executed before the last date There are a few citations already mentioned in Chapter II and will be used to support the analysis in Chapter 4

Comments / observations / remarks by the Student
I attended a number of useful workshops to help me write the research, with the support of the college:

1. NVIVO – Qualitative Data Analysis Software.
2. Plan, Prepare and Perform: Setting up for Career Success.

Remarks / Comments by the Supervisor

Chapter 4 was reviewed, and feedback was given. Chapter 5 outline was discussed and given to student. Student was asked to download certificate of ethical approval from SIS.

Signature of Student:  Date: 31/12/2022	Signature of Supervisor: Festus Odhigu  Date: 29/12/2022
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy



Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name:	BA (Hons) Business Administration (CU)		
Name of Student and ID: SHAHAD KHASIB MOHAMMED AL.QURINI, 18F18009	Week: 14		<input type="checkbox"/>
Name of Supervisor: Festus Odhigu			
Project Title: Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy			

Date/ Day: 06/01/2023 - Friday	Time: 3:45 PM	Venue: On – Campus
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Tasks as per project plan	Actual tasks taken up / completed
<p>Chapter5: Introduction, Summary of finding, Conclusion, Recommendation, limitations, Future research.</p>	<p>The actual task will be executed before the last date</p> <p>There are a few citations already mentioned in Chapter 4 and will be used to support what the researcher wrote in Chapter 5.</p>

Comments / observations / remarks by the Student
I attended a number of useful workshops to help me write the research, with the support of the college:

1. The Challenges of SMEs Start-Up.

Remarks / Comments by the Supervisor
Chapter 5 was reviewed, and feedback was given. Formatting guidelines were discussed. Student has been informed to strictly follow the formatting guidelines in the project guide. Project presentation was discussed.

Signature of Student:  Date: 06/01/2023	Signature of Supervisor: <i>Festus Odhigu</i> Date: 5/1/2023
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APPENDIX 2: QUESTIONNAIRE QUESTIONS



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023



QUESTIONNAIRE FOR PROJECT REPORT

Title of the Survey(Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy):

Objectives of Questionnaire (to be listed by Student):

1. To examine strategic human resource management practices and their impacts on organizational development and performance in Madayn Academy.
2. To evaluate the relationships between strategic human resource management practices, organizational development, and performance in Madayn Academy.
3. To analyze the factors affecting strategic human resource management practices.
4. To provide a framework for effective implementation of strategic human resource management practices.

Confidentiality and Ethics Declaration from the Student(s):

The information that you express through this questionnaire will be handled by me/us with extreme confidentiality and will be used for arriving at some conclusions for my assignment/case study/the sis/dissertation/report of (Project 2, PROJ 1002-HRM)to be submitted at MEC. Your participation in this survey is optional and highly appreciated and will be of great value to reach objectives of my mentioned work. Please fill out carefully the entire questionnaire for which I thank you in advance. Your response to these questions is based on agreement that you have been clearly explained about the purpose and scope of the survey.

كل المعلومات التي ستعبر عنها في هذا الاستبيان سيتم التعامل معها من قبلي ومن قبل فريق العمل بسرية تامة، وسيتم استخدام نتائجها في هذا مشروع النخرج للمادة الدراسية (PRO- HR 30001- Project II) لتقديمه لكلية الشرق الأوسط. مشاركة في هذا الاستبيان هي اختيارية، وهي محل تقديرنا وسنساهم في تحقيق اهداف هذا العمل الاكاديمي. يرجى ملأ كامل الاستبيان شكرا لكم ذلك مقمنا. ركم على هذه الأسئلة بناء على موافقتكم وأن الغرض منها قد تم توضيحه لكم.

● Student Name & ID : SHAHAD KHASIB MOHAMMED AL.QURINI / 18F18009

● Signature :

●

Approved by: _____ (Module Leader / Module Instructor)



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

Please tick the appropriate answer

Part 1: Demographic Data

1. Gender
 - Male
 - Female

2. Age
 - Less than 25
 - 26-35
 - 36-45
 - 46-55
 - 55 and above

3. Academic Qualifications
 - Diploma
 - Bachelor's Degree
 - Masters

4. Total years of experience?
 - Less than 5 years
 - 6-10 years
 - 11-16 years
 - 17 and above

Part 2

- A. Strategic human resource management practices and their impacts on organizational development and performance.
1. Which of the strategic human resource management practices have an impact more on organizational development and performance?
 - Training & development
 - Recruitment
 - performance appraisal
 2. The company focuses on strategic HRM practices that contribute to organizational development
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
 3. The company translates the strategy into actionable programs
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
 4. The impact of SHRM on organization performance
 - High impact
 - Low impact
 - No impact
 5. Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

B. The relationships between strategic human resource management practices, organizational development, and performance

6. The impact of SHRM on organizational performance
 - No impact
 - Low impact
 - High impact
7. Effective company planning for organizational development
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
8. The company regularly applies its strategies to achieve organizational development and performance
 - Yes
 - No
9. The company evaluates the level of organizational development towards achieving the following human resource management strategy:
 - Training and development
 - Recruitment and selection
 - Performances appraisal
10. Human resource management practices contribute to increasing the impact on organizational development and performance
 - Yes
 - No



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

C. The factors affecting strategic human resource management practices

11. What is the most factors affecting strategic human resource management practices
 - Training and Development
 - Availability of Good Talent
 - The Work Environment
 - Implementation of Technology
12. Implementation of HR Technology is one of the biggest factors affecting human resource management in an organization. Because:
 - more effective employee management.
 - a boost in HR productivity and efficiency
 - Neutral
13. strategic HRM practices is designed to help the HR department take the right steps towards successful Human Resource Management.
 - Yes
 - No
14. Availability of Good Talent factor: that mean the organization having to compromise with resources that are not the best fit for the positions.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
15. Various SHRM practices such as implementation of Technology, The Work Environment can be used to increase employees performance.
 - Yes
 - No



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

D. a framework for effective implementation of strategic human resource management practices.

16. The tasks and responsibilities of every employee is clearly specified and distinct as well as to whom to report

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. The recruitment and selection system is highly scientific, sophisticated and rigorous

- Yes
- No

18. Employee in each job normally go through training programmes every years or periodically

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. Company provides clear career path information to employee

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. Employee are usually given the opportunity to suggest improvement in the ways things are done

- Yes
- No

APPENDIX 3: CERTIFICATE OF ETHICAL APPROVAL



Certificate of Ethical Approval

RollNumber 18F18009

Student Name SHAHAD KHASIB MOHAMMED AL QURAINI

Semester 2022 Fall

Project Title

Examining strategic HRM practices and their impacts on organizational development and performance in Madyan Academy

This is to certify that the above named student has completed the Middle East College Ethical Approval process and their project has been confirmed and approved as Low Risk.

Supervisor Festus Odhigu

Date of Approval Dec 23, 2022

APPENDIX 4: NDA



CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT FOR MIDDLE EAST COLLEGE RESEARCH PROJECT STUDENTS

In consideration of the availability of opportunities to perform research project, I hereby agree, as a researcher of the study entitled " Examining strategic HRM practices and their impacts on organizational development and performance in Madayn academy " to maintain all information and data gathered and/or developed, be kept confidential.

I understand that this confidentiality includes: technical and non-technical information, company information, respondents names except otherwise permitted, patterns, drawings, specification, and any other pertinent company information, that has been taken in association with or in any way directly related to the research project.

I also agree that upon the completion of my undergraduate program, I shall be entitled to disclose and hereby agree to safeguard, to the best of my ability, any of the above-mentioned confidentiality on my research project. I further agree that in case of using this to further researches, other person should obtain permission from me, supervisor(s) and/or from the College before I disclose such information.

Name of Student and ID: SHAHAD KHASIB MOHAMMED AL QURAINI, 18F18009

Signature of Student:

Date: 18.01.2023



APPENDIX 5: STUDENT DECLARATION



Document Name & Type	Student Declaration for coursework Form	Author/Department	Head, Centre for Academic Practices
Approval Date	14/05/2020	Effective Date	14/05/2020
Review Date	08/05/2022	Next Review Date	07/05/2023

Student Declaration for Coursework

(To be scanned and attached with coursework report after signing)

I confirm that this submission is part of a coursework undertaken in semester 8 towards completion of the following module:

Module Name and Code: Project II (PROJ-HR 30001)

(Please tick the correct choice below)

- Individual Assignment or Case Study
- Group Assignment or Case Study/Mini Project (*in this case, all members have to sign below in space provided*)

I declare that the coursework report and artifacts submitted by me are original, duly written and prepared by me/us and has not been copied or taken in part or in whole from any other source except where duly acknowledged. All use of previously published work (from books, journals, magazines, internet sources etc.) has been acknowledged within the main report to an item in the References or Bibliography lists. I also agree that an electronic copy of this report and artifacts may be stored and used for the purposes of prevention and detection of all types of academic integrity violations.

I also acknowledge that I am aware of MEC Student Academic Integrity Policy and Research Ethics and Biosafety Policy and the disciplinary action that shall be taken in case of violation of the policies. Further, in case of group work each of us in the group are equally responsible for the group component and liable for application of penalty on policy violation.

Student ID, Name and Sign: Shahad Khasib Mohammad Al.Qurini

Date: 18.01.2023