

# Role of Strategic Human Resource Management Practices on Organizational Effectiveness: A case study companies in Ethiopia

**Worku Mekonnen**

Associate Professor  
School of Commerce, Addis Ababa University

**Hayalu Limeneh**

Research Scholar  
School of Commerce, Addis Ababa University

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## **Abstract:**

*The purpose of this study was to trace the role of strategic human resource management practices on organizational effectiveness. Towards this end, an explanatory research design was employed. Out of 160 target population a sample size of 115 was taken using Guilford and Flruchter (1973) formula and responses of 115 employees were analyzed. The study uncovered that the level of SHRM practices were medium since its mean value lies between 3.33 and 3.69 From Likert's Scale Measurement it shows medium value which is 3 and above. As the result of person correlation coefficient analysis result shows a positive significant correlation between each SHRM practice and organizational effectiveness. Furthermore, the predictive power of SHRM practices on organizational effectiveness was 45.7%. Therefore, the study recommended that the organizations should give much emphasis for strategic HRM practices to yield higher organizational effectiveness.*

**Keywords:** *Organizational Effectiveness*

## **Introduction**

Strategic human resource management (SHRM) is 'the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals' (Wright and McMahan 1992: 298). Early 1980, a strategic approach to human resources was emphasized by many scholars. Changes in thinking and practices caused an increase in specialization and thus it led to less use of the term "personnel management" in Human Resource Management (Miller, 2006). In the 1980s and 1990s, changes in the operational environment of HRM, drew the attention to the strategic management of the human resources.

Strategic Human Resource Management (SHRM) concerns the roles performed by human resource

management systems in firm's performance, specifically concentrating on the use of human resources as a way of achieving competitive advantage (Paul & Anantharaman, (2013); Darwish (2013); Schuler, Randall, Jackson and Susan (2007). They also further explained that Strategic HRM practices are employed by any organization to enhance their productivity and effectiveness. Organizations that desires to be effective are increasingly realizing that the varied factors contributing to the attainment of setting goals and objectives, the human resource is the most critical. Physical assets, such as facilities, products and services or technologies can be cloned or imitated by another organization. Human assets cannot be duplicated and therefore, becomes the competitive advantage that an organization enjoys (Marier, 2012).

Strategic HRM practices such as recruitment, training and development, appraisal, employee relations, and compensation are concerned with how employees are governed in firms in order to ensure the firm attains sustainable competitive advantage, high quality of work life balance and profitability.

The development of any nation, depends to a very large extent on the caliber, organization and motivation of its human resources. How well an organization performs its mission and accomplishes its goals of program service delivery is of paramount concern. Improving administrative capacity and especially, those aspects dealing with human resource offer the most challenge for improving organizational effectiveness. Strategic Human Resource Management (SHRM) enhances employee productivity and the ability of organizations to achieve their mission (Jules and Holzer, 2001). Integrating the use of human resource practices into the strategic planning process enables an organization to better achieve its goals and objectives.

This study targeted to assess the role strategic HRM practices on the insurance industry's performance.

### **Statement of Problem**

A number of researchers have shown that SHRM would create harmony between organizational strategies and HR practices to provide synergy for organization's performance. Many HR researchers believe that the HR department should play a greater role in strategy formulation and implementation. HR systems should strive to be harmonious with the overall strategies of the organization.

The following is the conceptual framework for the present study.

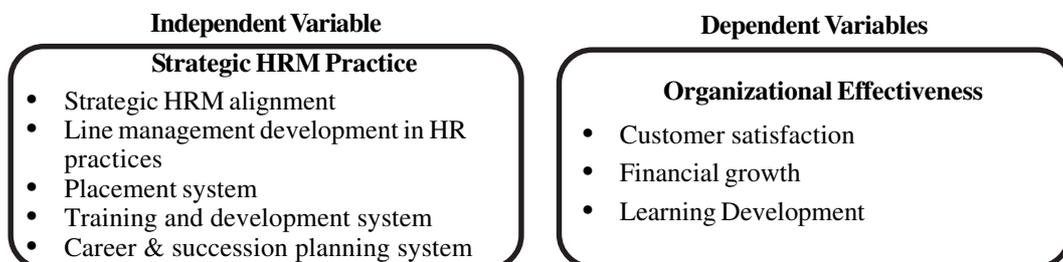


Figure- 2 Conceptual frame work of the research (Source: own conceptualization)

Recent investigations indicate that strategic human resource management practices are important to enhance corporate performance (Katou and Budhwar, 2007; Dimba and K'Obonyo, 2009), but limited studies have been indicated the role of strategic human resources management impact on organizational effectiveness particularly on large business organization and public sectors in African industries like Ethiopia. Thus this study concerned to fill the research gap by examining the role of strategic HRM practices on the effectiveness of private financial service providers in Ethiopia

The preliminary document analysis suggests that significant level of human resource management strategies of the organizations under study are not coinciding with the strategic plan of business and company strategy. Moreover, the application and some procedures practiced are inadequate. Therefore, the focus of this study is also on showing the role of strategic human resource management activities for the on organizations' effectiveness,

### **Research Questions**

This study is expected to address the following questions:

- What is the level of strategic human resource management practice and organizational effectiveness of the organizations?
- Is there any relationship between strategic HRM practices and effectiveness of the organizations?
- How far SHRM practices explain organizational effectiveness?

### **Conceptual Framework of the Study**

The following is the conceptual framework for the present study.

## **Research Method**

In order to address the research questions an exploratory research design was used to show the role of SHRM on organizational effectiveness. A quantitative approach has been adopted to conduct the study.

## **Population and Sampling Technique**

This research mainly focuses on the strategic players of the organization. The sampling technique used was purposive sampling because the researcher assumes that management group in an organization has a close, ownership, knowledge and understanding of their company's strategies, goals and objectives than others. Accordingly, the main target population was the management group and other officers in the departments of the organization which is a combination of 160 higher officials; of which 53 Chief Officers, 30 Officers and 77 Managers. As a result, the sample size was determined using Guilford and Fluchter (1973) formula for estimating sample size and

$$Z = \frac{N}{1 + \mu^2 N}$$

Where:  $Z$  is sample size,  $N$  is the size of the population,  $\mu$  is alpha =  $\pm 0.05$ .

$$Z = 160 / 1 + (0.05)^2 (160) = 114.29$$

Thus, 114.29 will be the sample size

## **Instrument Validity and Reliability**

### **Validity**

Validity concerns the degree to which a question measures what it was intended to measure. To ensure content validity and ethicality of the items incorporated in the instrument two individuals (HR professional and experienced researcher) have examined the instrument. The researcher reviewed mainly the ethicality of the items and the HR professionals appraised the content of the questionnaire in each variable. Moreover, the

instrument was given to experts in the area for final comment. Accordingly, based on their comments, subsequent corrections were made to the survey questionnaire and finally, distributed to the sample population.

### **Reliability**

As per Khotari (2004) reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. The student researcher used Cronbach's alpha to calculate the internal consistency of the instrument. So item reliability of the questioners was examined by pilot test of 22 respondents and analyzed by Cronbach's alpha.

Cronbach's alpha of the entire questioner was 0.96 and the Strategic HRM practice (Organizational Objectives alignment with **Strategic HRM**, HR practice to line managers, Placement System, Performance Management System, training and development, compensation system, career and succession planning system and employee participation was 0.806, 0.877, 0.895, 0.779, 0.886, 0.811, 0.849 and 0.847 respectively. (Appendix -2)

On the other hand, organizational effectiveness in terms of customer satisfaction, learning and development and internal processing were 0.782, 0.782 and 0.897 respectively. The closer Cronbach's coefficient alpha is to 1, the greater the internal consistency of the items of the scale (Struwig & Stead, 2001).

## **Results and Discussions**

Based on the samples identified for the present study 115 respondents were approached and the researchers managed to secure 100% response rate and the profile of the respondents were shown in Table 1 below.

Table 1- Characteristics of the Respondents

		Frequency	Percent
Age	20-30	31	27.0
	31-40	68	59.1
	41-50	11	9.6
	51-65	5	4.3
	Total	115	100.0
Sex	Male	84	73.0
	Femal	31	27.0
	Total	115	100.0
Educational level	Ba Degree	93	80.9
	Masters Degree	22	19.1
	Total	115	100.0
Work Experience	1-4 Years	69	60.0
	5-10 Years	36	31.3
	11-15 Years	10	8.7
	Total	115	100.0
Current position	Manager	37	32.2
	Officer	56	48.7
	Chief Officer	17	14.8
	Others	5	4.3
	Total	115	100.0
Working department	Finance and Investment	20	17.4
	Resource Mgt	16	13.9
	Markettiomg And Branch Operation	21	18.3
	Claim Management	22	19.1
	Engeneering And Inspection	5	4.3
	Underwriting	10	8.7
	Information Technology	5	4.3
	Others	16	13.9
	Total	115	100.0

Source: Own Survey

From the above table it is possible to observe that 31(27%),68(59.11%),11(9.6%) and 5(4.3%) of the respondents age were from the age group of 20-30 years, from 20-30 years, from 31-40 years, from 41-5years and from 51-65 years respectively. Similarly, 84(73%) and 31(27%) of the respondents were male and female respectively.

On the other hand, the above data also show that 93(8.9%) and 22(19.1%) of the respondents' educational background were bachelor degree and master's degree respectively and 69(60%), 36(31.3%)and 10(8.7%) of the respondents do have 1-4 years, 5-10 years and 11-15 years of experience respectively.

The above data also show that 37(32.2%), 56(48.7%), 17(14.8%) and 5(4.3%) of the respondents' current position were managers, officers, chief officers and others position

respectively. On the other hand, 20(17.4%), 16(13.9%), 21(18.3%), 22(19.1%), 5(4.3%), 10(8.5%), 5(4.3%) and 16(13.9%) of the respondents working departments were Finance and investment resource management, marketing and branch operation, claim management, engineering and inspection, underwriting, information technology and others respectively. The characteristics of the respondents therefore justify the sampled respondents had adequate exposure to the concern of the study and justifies the reliability of the sources of information.

**The Level of Strategic Human Resource Management Practices and Organizational Effectiveness**

The descriptive results shown in Table 2 revealed the extent of SHRM practices in organizations as well as the extent of effectiveness of the organizations.

Table 2: *Level of Strategic HRM Practices and Organizational Effectiveness*

Independent and Dependent Variables	N	Min	Max	Mean	Std. Deviation
Organizational Objectives Alignment With SHRM	115	2.33	4.67	3.6000	.62279
HR practice to line managers	115	2.17	5.00	3.5696	.84437
Placement system	115	1.17	4.83	3.6217	.85621
Performance management system	115	2.29	4.86	3.6174	.63538
Training and development	115	2.00	5.00	3.5957	.84669
Compensation system	115	2.00	5.00	3.6130	.76585
Career and Succession planning system	115	1.40	5.00	3.2330	.77139
Employee participation	115	1.80	5.00	3.3009	.80671
Organizational effectiveness – Customer Satisfaction	115	1.67	4.00	3.0493	.65968
Organizational effectiveness – Financial Growth	115	1.00	5.00	3.6957	.87031
Organizational effectiveness–Learning & Development	115	2.25	5.00	3.4522	.63513
Organizational effectiveness – Internal Processing	115	1.67	4.67	3.3710	.87611

Source: Own Survey (2020)

From the descriptive statistics output it is possible to conclude the level of each SHRM practice (Organizational objectives alignment with Strategic HRM, HR practice to line managers

Placement system, Performance management system, Training and development, Compensation system, Career and Succession planning system, Employee participation) were

medium since its mean value were lies between 3.33 and 3.62 which implies medium value. Similarly, organizational effectiveness parameter (customer satisfaction, financial growth, learning and development and internal processing) also show a medium level in which its mean points ranges between 3.04 and 3.69.

In this part the study relationship between (Organizational objectives, alignment with Strategic HRM, HR practice to line managers, placement system, performance management system, Training and development , Compensation system, Career and Succession planning system and Employee participation) with OE (customer satisfaction, financial growth, learning development and internal process).

**The Relationship between SHRM practices and Organizational Effectiveness**

Variables		1	2	3	4	5	6	7	8	9	10	11	12
2	R	0.261	1										
	Sig	0.005											
	N	115	115										
3	R	0.323	0.659	1									
	Sig	0	0										
	N	115	115	115									
4	R	0.537	0.733	0.779	1								
	Sig	0	0	0									
	N	115	115	115	115								
5	R	0.313	0.77	0.602	0.747	1							
	Sig	0.001	0	0	0								
	N	115	115	115	115	115							
6	R	0.245	0.731	0.537	0.697	0.806	1						
	Sig	0.008	0	0	0	0							
	N	115	115	115	115	115	115						
7	R	0.281	0.701	0.451	0.683	0.616	0.781	1					
	Sig	0.002	0	0	0	0	0						
	N	115	115	115	115	115	115	115					
8	R	0.117	0.54	0.463	0.565	0.709	0.737	0.574	1				
	Sig	0.213	0	0	0	0	0	0					
	N	115	115	115	115	115	115	115	115				
9	R	0.272	0.509	0.315	0.602	0.505	0.561	0.463	0.418	1			
	Sig	0.003	0	0.001	0	0	0	0	0				
	N	115	115	115	115	115	115	115	115	115			
10	R	0.119	0.604	0.168	0.431	0.494	0.552	0.731	0.434	0.525	1		
	Sig	0.206	0	0.073	0	0	0	0	0	0	0		
	N	115	115	115	115	115	115	115	115	115	115	115	
11	R	0.504	0.543	0.397	0.671	0.673	0.618	0.643	0.63	0.615	0.676	1	
	Sig	0	0	0	0	0	0	0	0	0	0	0	
	N	115	115	115	115	115	115	115	115	115	115	115	115
12	R	0.34	0.371	0.367	0.516	0.481	0.412	0.41	0.619	0.585	0.299	0.735	1
	Sig	0	0	0	0	0	0	0	0	0	0.001	0	
	N	115	115	115	115	115	115	115	115	115	115	115	115

Source: SPSS Data output Version 20 of the data collected

The data show positive and significant relationship between organizational effectiveness between differing aspects of Strategic HRM practices considered for the present study i.e HR practice to line managers, placement system, performance management system, training and development, compensation system, career and succession planning system and employee participation

From the data it is possible to observe that there is a positive and significant correlation between each SHRM practice with effectiveness on customer satisfaction because the P-value for the correlation is less than 0.05. Similarly, it is also possible to deduce that there is a positive significant correlation between each SHRM practice with effectiveness on customer satisfaction because the P-value for the correlation is less than 0.05. The researcher also concludes that there is a positive significant

correlation between each SHRM practice with effectiveness on learning and development in Nile Insurance Company because the P-value for the correlation is less than 0.05. Similarly, it is possible to conclude that there is a positive significant correlation between each SHRM practice with effectiveness on internal processing in Nile Insurance Company because the P-value for the correlation is less than 0.05.

**The Role of Strategic HRM Practices on Organizational Effectiveness**

In this part, the study showed the impact of SHRM practices on organizational effectiveness based on the balanced scorecard dimensions (BSC). Furthermore, the goodness of fitness of the model were checked based on the key assumptions of for regression. The model summary that shows the effect of independent variable on the dependent variable is shown in table 4:

**Table: 4 Model Summary of the predictive power of SHRM practice on Customer Satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 <sup>a</sup>	.495	.457	.48609

A. Predictors: (Constant), Employeeparticipatio, Organizational objectives alignment with SHRM, Placment, Career, Hrpractice, Trainingdevelopment, Compencetion, Performance

From the above table based on the result of adjusted R-square it is possible to observe that 45.7% of the variation on organizational performance is explained by strategic human

resource management practices of the case organizations. The contribution of each of the strategic human resource management aspects were shown in Table 5

Table: 5 Beta coefficients of Un standardized and Standardized Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.683	.322		2.120	.036
Organizational Objectives Alignment With SHRM	.080	.093	.075	.858	.393
HR practice to line managers	.185	.104	.237	1.771	.079
Placement system	.390	.092	.506	4.222	.000
Performance management system	.942	.176	.907	5.341	.000
Training and development	.156	.117	.200	1.334	.185
Compensation system	.358	.134	.416	2.667	.009
Career and Succession planning system	.245	.110	.286	2.220	.029
Employee participation	.016	.090	.020	.181	.856

Based on the beta coefficient of the variables the significance levels the following factors i.e. devolvement of HR practice to line managers (.237), organizational placement system (.506), performance management system (.907), training and development practice(.200), compensation system.416, career and succession planning (.286) were found to be predictors of organizational effectiveness.

### **Conclusions**

The major focus of this study was to show the role of SHRM practices on OE in selected insurance companies in Ethiopia. Accordingly, the findings of this study indicate that each SHRM (organizational objectives alignment with SHRM, HR practice to line managers, placement system, performance management system, training and development, compensation system, career and succession planning system and employee participation) do significantly relate with OE dimensions and they do have moderately practicable. However, from SHRM practices considered for present study only devolvement of HR practice to line managers, Placement system, Performance management system, Training and development, Compensation system career and succession planning system do significantly explain organizational effectiveness.

### **Limitation and Scope for Future Research**

As the sample of the study were drawn from selected employees of insurance companies in Ethiopia, the result of the study cannot be inferred for the rest of establishments in the country. Therefore, this study calls for an in depth study on other establishments in the country.

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