THE EFFECT OF ORGANIZATIONAL CULTURE, STRATEGIC LEADERSHIP, AND EMPLOYEES' COMMITMENT ON STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN THE BANKING SECTOR

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DEDICATION

This thesis is dedicated to my family members; My husband, who stood by my side during my difficult times; My parents, who taught me that, with Allah's willing, all impossible can be reached. My in-laws, who believed in me and taught me that perusing my own dreams is the most important task to be accomplished; My children, who were helping me grow at the same time I was watching them grow.

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ABSTRACT

Strategic Human Resource Management (SHRM) refers to aligning the skilled workforce with the strategic business needs as companies seek a competitive edge following organizational culture and leadership. Hence, human resources or people at work have become essential for organizational success. This study aims to address the research gap by assessing the relationship between organizational culture, strategic leadership, employees' commitment, and strategic HRM practices. At the same time, strategic leadership and employees' commitment mediate the relationship between organizational culture and strategic HRM practices. To obtain the study's objectives, the author adopted two theories: resource-based view theory and upper echelons theory. A questionnaire was developed using the Likert Scale point-5. The data were collected from 228 respondents working in different banks in Saudi Arabia. The data were analyzed data using Smart PLS software to test this study's direct and indirect hypotheses. Overall findings show a positive relationship between organizational culture, strategic leadership, employees' commitment, and strategic HRM practices in the banking sector of Saudi Arabia. Furthermore, strategic leadership mediates the relationship between organizational culture and strategic HRM practices. Plus, employees' commitment shows no mediation effect between organizational culture and the strategic HRM practices. The current study also tests the sequential mediating role of strategic leadership and employees' commitment between organizational culture and employees' commitment. This study may provide dynamic implications to financial institutions, the banking sector, banking and finance professionals, universities, policymakers, and academicians. They can obtain support to strategize their plans and operations to develop a pool to adopt SHRM practices.

ABSTRAK

Penggunaan sumber manusia strategik (SHRM) merujuk kepada penjajaran tenaga kerja mahir dengan keperluan perniagaan strategik ketika syarikat mencari kelebihan daya saing mengikut budaya dan kepimpinan organisasi. Oleh itu, sumber manusia di tempat kerja telah menjadi faktor yang amat penting bagi kejayaan organisasi. Kajian ini bertujuan untuk menangani jurang penyelidikan dengan menilai hubungan antara budaya organisasi, kepimpinan strategik, komitmen pekerja, dan penggunaan amalan SHRM. Pada masa yang sama, kepimpinan strategik dan komitmen pekerja menjadi pengantara hubungan antara budaya organisasi dan penggunaan amalan SHRM. Untuk mencapai objektif kajian, pengkaji menggunakan dua teori, iaitu, teori pandangan berasaskan sumber (RBV) dan teori *Upper Echelon*. Satu soal selidik telah dihasilkan menggunakan skala likert point-5 di mana data telah berjaya dikumpulkan daripada 228 responden yang bekerja di bank yang berbeza di Arab Saudi. Perisian Smart PLS telah digunakan untuk menganalisis data bagi menguji hipotesis langsung dan tidak langsung kajian ini. Penemuan keseluruhan menunjukkan hubungan positif antara budaya organisasi, kepimpinan strategik, komitmen pekerja, dan penggunaan amalan SHRM dalam sektor perbankan di Arab Saudi. Tambahan pula, kepimpinan strategik menjadi pengantara hubungan antara budaya organisasi dan amalan SHRM. Selain itu, komitmen pekerja tidak menunjukkan kesan pengantaraan antara budaya organisasi dan penggunaan amalan SHRM. Kajian ini juga menguji peranan pengantaraan urutan kepimpinan strategik dan komitmen pekerja antara budaya organisasi dan komitmen pekerja. Kajian ini dapat memberi implikasi dinamik kepada institusi kewangan, sektor perbankan, profesional perbankan dan kewangan, penggubal dasar dan ahli akademik. Mereka boleh mendapatkan sokongan dalam menyusun strategi rancangan dan operasi bagi membangunkan organisasi untuk menerima pakai amalan SHRM.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BS	-	Banking Sector
COVID	-	Corona Virus
EC	-	Employees Commitment
HRM	-	Human Resource Management
KSA	-	Saudi Arabia
OC	-	Organizational Culture
RBV	-	Resource-based view
SEM	-	Structural Equation Modelling
SHRM	-	Strategic Human Resource Management
SL	-	Strategic Leadership

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1   Introduction

This chapter elaborates on the significant role of organizational culture, employees' commitment, and strategic leadership in adopting SHRM practices in the banking sector of Saudi Arabia. The background of the study describes the importance of strategic human resource management (SHRM) for organizations and the challenges that leaders must deal with. It also covers the factors that support the deployment of SHRM practices. The problem statement presents the literature gaps and future areas of research that highlight the importance of SHRM practices in organizational success. Hence, this study's research questions and objectives are developed according to the established rationales found from the gaps in the literature. The scope of study defines the targeted population which concerns the banking sector of Saudi Arabia. The contribution of this study is discussed in the significance of the study. Finally, operational definitions of the study's constructs are discussed.

1.2   Background of Study

Strategic human resource management (SHRM) practices is broadly covered in management literature to gain a competitive edge and enhance firm performance (Paauwe & Boon, 2018). Researchers have studied SHRM in conjunction with organizational culture (Al-Sada et al., 2017; Belias et al., 2019; Wahyuningsih et al., 2019), leadership styles (Nishii & Paluch, 2018; Yang & Lew, 2020), employee commitment (Turner, 2020), and information system (L'Écuyer et al., 2019). However, the significant role of organizational culture, employee commitment, and strategic leadership in adopting SHRM practices is a relatively new area in academic

research. Several researchers suggested future lines of research to enhance the understanding of the strategic leaders' role in the SHRM practices (Sagar, 2019; Samimi et al., 2020); culture effects on leadership (Muenjohn et al., 2018; Shao, 2019), and the association between culture and SHRM practices which are mediated by employee commitment (Hamadamin & Atan, 2019) and strategic leadership (Altman & Tushman, 2017; Nyong'a and Maina, 2019; Wanyama & Nyaga, 2019).

Furthermore, Sagar (2019) pointed out that the concept of SHRM needs to be developed further and discussed ways in which a traditional HRM system can adopt modern strategic policies to enhance old or new business operations towards a modern approach. In this regard, Muenjohn et al. (2018) and Samimi et al. (2020) identified strategic leadership and organizational culture as the two main factors that ensure the implementation of SHRM practices within organizational settings. Through this SHRM implementation strategic leaders of an organization can analyze and understand the consumers' behavior, market regulations and potential, and competition (Wanyama & Nyaga, 2019).

The academic literature triggered the importance of SHRM practices for organizations regarding human capital relations and strategy implementation (Carroll et al., 2011). In this respect, lack of SHRM practices can predict the business risk and decline in firm performance (Gong et al., 2009; Jiang et al., 2012; Batt & Colvin, 2011; Wright & Ulrich, 2017). Researchers focused more on human resource practices in the literature and aligned this concept with organizational culture (Wright & Ulrich, 2017; Paauwe & Boon, 2018).

Previous studies widely applied three theories, namely social exchange theory, resource-based view theory, and human capital theory, to investigate the concept of SHRM (Batt & Colvin, 2011; Wright & Ulrich, 2017). However, Sagar (2019), suggested that the resource-based view theory seems more suitable to justify that firms can exploit rare, valuable resources and sustain a competitive edge in the business market (Wanyama & Nyaga, 2019). Although these three underpinning theories specified how different aspects of firms can be a source of sustainable competitive advantage, the resource-based view theory has become the generally

accepted paradigm within which all empirical studies are situated. For instance, every study examined the relationship between human resources and performance (Huselid 1995, Jiang et al. 2012, Messersmith et al. 2011; Ismail et al., 2018). Moreover, Lepak and Snell (1999) was the first empirical study that suggested that the human capital theory significantly predicted the SHRM practices, particularly tying it with the resource-based view theory. Furthermore, they concluded that these theories (i.e., human capital theory and resource-based view theory) offer a roadmap to the organizational leadership to understand the logic and role of employees in achieving firm performance and sustaining competitive advantages. Additionally, Wright and Ulrich (2017) noted that different types of human capital have different strategic values to a firm. Using the 'value' of the human capital to a firm's strategic needs and the 'uniqueness' of that human capital, they suggested that firms manage each of these categories with different HRM systems.

Additionally, these underpinning theoretical theories (i.e., human capital theory and resource-based view theory) on the SHRM practices are still scattered, and researchers should pay more attention to developing ideas rather than theorizing the concept of SHRM practices. The need for strategic personnel appears to execute this idea (Harrison & Bazzy, 2017). Conversely, Ismail et al. (2018) pointed out that employee commitment and strategic leadership can support executing the strategy for HRM practices (Simsek et al., 2017 Muenjohn et al., 2018; Mubarak & Yusoff, 2019). This suggestion was made to consider upper echelons theory and explore the leadership role at the macro level for developing policies and managing the human resource of an organization (Shao, 2019; Samimi et al., 2020).

Therefore, prior studies confirmed that strategic human capital can support firms in achieving sustainable growth in business (Paauwe & Boon, 2018; Turner, 2020). Thus, executing or adopting SHRM practices is still a big challenge for the organization where management norms and culture are difficult to change (Wei & Lau et al., 2005; Ayanda & Sani, 2011; Gannon et al., 2015). However, researchers identified the significance of SHRM practices as a grey area that was hardly discussed in previous studies (Sagar, 2019).

Furthermore, Carroll et al. (2011) concluded that organizational culture plays a vital role in adopting SHRM practices. Culture directly influences SHRM practices to make decisions for staffing, training, participation, appraisal, and compensation (Chow & Shin, 2009). Altman and Tushman (2017) mentioned that strategic leadership plays an integral role in strategizing SHRM practices under the cultural setting but still lacks the knowledge to understand the mechanisms.

Research implications of the SHRM practices may encourage the interests of business organizations and stakeholders when the research findings are related to context and applied to a particular regional setting. In sum, the issues described earlier confirmed the need to integrate two theories, (i.e., resource-based view and upper echelons theory) to adopt SHRM practices in the banking sector; this sector plays a leading role in business establishment for any country. As mentioned earlier, conceptual frameworks and empirical studies were proposed in business and management literature debating the significant role of culture, employee commitment, and leadership in adopting SHRM practices (Al-Sarayrah et al., 2016; Adiguzel et al., 2020). Thus, the theoretical framework elaborating the mediation effect of employee commitment and strategic leadership between organizational culture and the SHRM practices remains undisclosed in the literature. Clark and Creswell (2015) argued that the study's implications may apply properly when research findings are relevant to contextual settings. This study examines the concept of SHRM practices in a Gulf countries context (GCC) specific to the banking sector in Saudi Arabia, where culture, religion, and norms are integral parts of their routine business operations.

Some constraints support examining the role significance of organizational culture, employee commitment, and strategic leadership in adopting SHRM practices in the banking sector of Saudi Arabia. First, Saudi Arabia is a developing country with strong cultural influence in managing business operations (Al Harbi et al., 2016). Within the context of Saudi Arabia, culture has a strong influence in managing business operations. The general business environment is deeply authoritarian, egalitarian, relationship-oriented, and family-oriented with strong religious values influence (Al Harbi et al., 2016; Muenjohn et al., 2018; Allam and

Shaik 2020). Such facts make it interesting to examine the role significance of organizational culture, employees' commitment and strategic leadership on strategic human resources management practices in the Saudi Arabia

Second, Strengthening the banking industry is a top aim for KSA Vision 2030. Therefore, the financial sector in Saudi Arabia plays a vital role in supporting and establishing other business sectors in the country following Vision 2030. Saudi Arabia is focusing more on the performance and achievements of the banking sector in the country now. Thus, the banking sector should maintain standards and practices to impact the business community in the country. Mizan et al., 2013; Cherif (2020) claimed that strategic human resource practices is an essential element that may provide a roadmap for Saudi Arabia's banking industry toward optimal performance and the maintenance of competitive advantages. The local banking industry in Saudi Arabia experienced a worsening of conditions during the COVID-19 pandemic. Most Saudi Arabian banks were dealing with a problems remain for the banking industry. Cherif (2020) suggested that SHRM is essential for maintaining competitive advantages in banks and achieving maximum performance.

According to a recent report published by Marmore Saudi Arabia, the banking sector of Saudi Arabia is in its worst state of performance; it is extensively exposed to stressed sectors that are expected to worsen in asset quality, which would increase provisioning and ultimately affect their bottom line (Marmore, 2020). Recently, Cherif (2020) identified that the Saudi Arabian banking sector faces human resource challenges, contains complex developments and novel technological trends, and deregulates globalization. In this respect, AlHaliq and AlMuhirat, (2016) and Alabdan (2017) observed that the banking sector of Saudi Arabia still implements traditional HRM practices to perform business operations. This low level of performance of the banking sector implies scarcity to contribute to the country's economy. The current net income of listed banks is presented in Table 1.1.

Table 1.1   Net income of listed Banks in Saudi Arabia

No	Bank	M.Cap (SAR mn)	H1 2020 (SAR mn)	H1 2019 (SAR mn)	H1 2019 (SAR mn)
1	Al Rajhi Banking & Investment Corp	1,60,254	4,816	5,102	-6%
2	National Commercial Bank	1,13,553	4,922	5,461	-10%
3	Saudi British Bank	56,507	-5,877	916	nm
4	Riyad Bank	54,661	2,539	2,985	-15%
5	Samba Financial Group	54, 001	2,227	1,999	11%
6	Banque Saudi Fransi	40,790	1,119	1,720	-35%
7	Alinma Bank	30,441	943	1,314	-28%
8	Arab National Bank	30,151	1,130	1,673	-32%
9	Bank Albilad	18,360	588	590	0%
10	Saudi Investment Bank	10,920	413	-3	nm
11	Bank Aljazira	10,349	347	487	-29%
	Banks Aggregate		13,167	22,243	-41%

Source: Marmore (2020)

As presented in Table 1.1, most of the banks in Saudi Arabia were facing a challenging time during the financial year of 2019. Furthermore, the report described that during the COVID-19 pandemic, the state of the local banking sector met a worse condition. In conclusion, because of a lack of technological interaction and advancement, the banking sector continues to face challenges in the market. Here, Alabdan (2017) identified the lack of skills training development program arranged for the employees during the pandemic. Further, Cherif (2020) suggested that the banking sector implement strategic human resource practices to enhance employees' skills development training and performance potential. Highly trained and motivated employees will maximize the banking sector's overall performance and sustain competitive advantages in the domestic and international business market.

Therefore, research on the implications of culture and SHRM may open new doors for practitioners, institutions, and policymakers to seek culture and strategic leadership in articulating vision and operations monitoring. In conquering this, it is crucial to examine the significant role of organizational culture, employee

commitment, and strategic leadership in adopting SHRM practices in the banking sector of Saudi Arabia.

1.3   Problem Statement

SHRM practices and their impact on the overall performance of employees and organization is still a debatable concept that appears to lack a cohesive development of theoretical framework (Hamadamin & Atan, 2019; Sagar, 2019). Prior studies concluded that the concept of SHRM practices is still challenging for organizational leaders to implement and manage (Schneider et al., 2019; Wanyama & Nyaga, 2019; Vuong & Sid, 2020). However, these scholarly works failed to combine the HRM framework with the concept of strategic approach (Nyong'a & Maina, 2019; Samimi et al., 2020). Interestingly, Adiguzel et al. (2020) pointed out that future studies should focus on the attitudes and behaviors of individuals to develop new theoretical concepts and more significant studies related to human resources and leadership styles. Their research also stressed that SHRM practices significantly guide organizational leadership in motivating and managing the employees' job performance.

However, limited studies investigated the significance of SHRM as a precursor for organizational outcomes known as performance, profit, and growth (Zehir et al., 2020; Bawa et al., 2020; Almutairi & Alsawalhah, 2020). In this regard, Harrison and Bazzy (2017) investigated the link between organizational culture and SHRM practices; they concluded that "an organizational culture that is misaligned with a strategy may also lead to unintended SHRM outcomes and results in negative firm performance" (p. 1261). Following this, Vu and Nwachukwu (2020) stated that the relationship between organizational culture and SHRM relies on the overall performance of the organizations. Thus, Ordiz-Fuertes and Fernández-Sánchez (2003) explained that organizational culture comprises uncontrollable factors that are difficult to change or modify if any organization wishes to adopt SHRM practices.

As for theorizing the concept of SHRM, it is defined by Wright and McMahan (1992) as "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals". Chen and Huang (2009), Jackson et al. (2014), and Sanchez et al. (2015) confirmed that the SHRM practices should be classified based on five dimensions: i.e. staffing, training, participation, performance appraisal, and compensation. (p. 298). These certain five strategic high-performance work practices in the areas of staffing, training, participation, performance appraisal and compensation are used to measure the strategic impact on firm performance (Chen & Huang, 2009; Huselid, 1995).

This concept has been studied with multiple integrations with their significance and outcomes (Loshali & Krishnan, 2013; Gannon et al., 2015; Harrison & Bazzy, 2017). Most studies examined the relationship between SHRM and organizational culture as an antecedent, mediator, and moderator. Empirically, it highlighted that SHRM has a significant impact on firm performance driven by organizational culture (Harrison & Bazzy, 2017), employee commitment (Ngo et al., 2008), and strategic leadership (Loshali & Krishnan, 2013). Considering the development of the SHRM practices framework, several researchers reported that the resource-based view theory lapsed in defining the framework for adopting SHRM using strategic leadership (Sagar, 2019; Wanyama & Nyaga, 2019).

Previous studies highlighted that the banking sectors are still implementing the traditional human resource systems (Figueiredo et al., 2016; Madanat & Khasawneh, 2018; Tawfig & Kamarudin, 2021), which negatively impacts the overall performance and productivity of the banking sector, particularly in developing countries (Abdalkrim, 2012). According to Madanat and Khasawneh (2017), the banking sector plays an important role in developing the economy of any country. Thus, Altarawneh (2016) suggested that the banking sector should adopt modern human resource practices and educate employees at all levels to contribute effectively to the achievement of the business goals.

Therefore, limited studies highlighted the approach and knowledge on strategizing the roadmap to adopt SHRM in the banking sector (Madanat &

Khasawneh, 2017; Harrison & Bazzy, 2017). In addition, the SHRM practices was insufficiently discussed by specifying the significant role of organizational culture, employee commitment, and strategic leadership that would be helpful in strategic implementation. Future research lines have been mentioned to study the concept of SHRM by integrating theories, strategic overview of the phenomenon, and linking the strategic role of personnel at the macro level (Dessler, 2019; Sagar, 2019; Turner, 2020; Samimi et al., 2020).

Additionally, the concept of strategic leadership has been studied in several ways, for example, "making strategic decisions, engaging with external stakeholders, performing human resource management activities, motivating and influencing, managing information, overseeing operations and administration, managing social and ethical issues, and managing conflicting demands" (Samimi et al., 2020 p.3). Thus, strategic leadership can articulate the vision, manage the business environment, and monitor the operations in the banking sector (Altarawneh, 2016; Altman & Tushman, 2017; Madanat & Khasawneh, 2018). Several authors have developed and concluded theorizing the concept of SHRM practices, strategic leadership, organizational culture, and employee commitment. For example, Waldman et al. (2004) and Waldman and Javidan (2013) concluded that upper echelons theory is the dominant theory to predicate the role of strategic management and leadership of an organization. Accordingly, resource-based view theory positively predicts SHRM practices and organizational culture (Moran & Meso, 2008; Lin & Wu, 2014; Collins, 2021).

Additionally, it is challenging to develop the framework to examine the link between organizational culture, employee commitment, strategic leadership, and SHRM practices in the banking sector (Altarawneh, 2016; Tawfig & Kamarudin, 2021). Referring to the above discussion on theoretical justification, the researcher found that the resource-based view and upper echelons theory would significantly investigate the link between organizational culture, employee commitment, strategic leadership, and SHRM practices. Empirically, few studies studied this theoretical concept in developing countries, particularly Saudi Arabia (Abdalkrim, 2012; Altarawneh, 2016; Tawfig & Kamarudin, 2021).

Theorizing the concept of organizational culture, scholars with the anthropological view stated that employees and leaders can create dynamic culture (Chopade, 2021; Hamadamin & Atan, 2019). Thus, the logical stance is that leaders are part of the culture and do not create it (Meek, 1988; Smircich, 1983). In conquering this issue, the debate is still open whether employees and leaders of an organization's influence culture or vice versa (Tsui, 2006; Sabir & Khan, 2011; Hartnell et al., 2016; Muenjohn et al., 2018; Hamadamin & Atan, 2019). To reiterate, culture affects leadership as much as leadership affects culture. Adopting SHRM practices and culture significantly influences the organization's performance (Sagar, 2019). Moreover, several researchers suggested a future line of research to unpack the influence of culture, employee commitment, and strategic leadership on the SHRM in a different context (Harrison & Bazzy, 2017; Simsek et al., 2018; Sagar, 2019; Samimi et al., 2020).

To build the case for the banking sector in Saudi Arabia, the concept of SHRM practices lacked knowledge and framework that could be useful to make organizations more productive. Religion and norms are an integral part of Arab culture and has a significant influence on leaders when they interact with coworkers (Hage & Posner, 2015). Thus, the assumption can be made that culture influences strategic leadership in executing the process for the SHRM practices. This hypothetical statement needs to be tested due to limitations in the literature.

In this regard, 1) a novel stream of research calls for further studies on the strategic human resource management practices; 2) scarcity of literature on organizational culture, strategic leadership, and employee commitment in the context of the banking sector; 3) influential role of the banking sector in the economic development of the country; and 4) still limited number of scholars investigated the role of strategic HRM practices and employees' job satisfaction in predicting the performance of banking sector in Saudi Arabia (Cherif, 2020). This study proposed a framework for adopting strategic human resource management practices in the banking sector. The framework considers a) organizational culture, strategic leadership, employee commitment, strategic human resource management practices; b) strategic leadership and employee commitment play a mediating role.

In line with research gaps, the following sections describe the purpose of the study, research questions, and objectives.

1.4   Purpose of Study

SHRM practices have been a critical subject for organizations. Hence, organizational culture, employee commitment, and strategic leadership are essential components to develop and implement SHRM practices. Organizations pay worthy attention to ensuring the best practices for SHRM. Keeping in view, the purpose of this study is to measure the role of organizational culture, employee commitment, and strategic leadership in the strategic human resource management practices. Specifically, this study covers the perceptive of employees and top managers working in the banking sector of Saudi Arabia in terms of their significant contribution in the development of businesses in the region.

1.5   Research Objectives

This study sets eight objectives:

RO1: To examine the influence of organizational culture on strategic leadership and employee commitment

RO2: To examine the influence of strategic leadership on the employee commitment and SHRM practices.

RO3: To examine the influence of employee commitment on the SHRM practices.

RO4: To examine the mediating role of strategic leadership between organizational culture and employee commitment.

RO5: To examine the mediating role of strategic leadership between organizational culture and SHRM practices.

RO6: To examine the mediating role of employee commitment between organizational culture and SHRM practices in sequence.

RO7: To examine the mediating role of strategic leadership and employee commitment between organizational culture and SHRM practices in sequence.

RO8: To examine the mediating role of employee commitment between strategic leadership and SHRM practices.

1.6   Research Questions

Based on the research objectives identified in the previous sections, the research questions were formulated as below.

RQ1: Does organizational culture influence strategic leadership and employee commitment?

RQ2: Does strategic leadership influence employee commitment and SHRM practices?

RQ3: Does employee commitment influence the SHRM practices?

RQ4: Does strategic leadership mediate the relationship between organizational culture and employee commitment?

RQ5: Does strategic leadership mediate the relationship between organizational culture and SHRM practices?

RQ6: Does employee commitment mediate the relationship between organizational culture and SHRM practices?

RQ7: Do strategic leadership and employee commitment mediate the relationship between strategic leadership and SHRM practices in sequence?

RQ8: Does employee commitment mediate the relationship between strategic leadership and SHRM practices?

Table 1.2 below demonstrate the research ten hypotheses based on the research questions, and research objectives.

Table 1.2   Research motivation, objectives, questions, and hypothesis

Motivation for research	Research objectives (RO)	Research questions (RQ)	Hypothesis
Lack of studies that integrate the resource-based view and upper echelons theory in order to provide the framework for the SHRM practices in addition to the role significance of culture and strategic leadership for the financial sector, especially in Saudi Arabia (Muenjohn et al., 2018; Sagar, 2019; Wanyama & Nyaga, 2019; Samimi et al., 2020).	**RO1:** To examine the influence of organizational culture on strategic leadership and employee commitment.	**RQ1:** Does organizational culture influence strategic leadership and employee commitment?	**H1:** Organizational culture has a significant influence on the strategic leadership. **H2:** Organizational culture has a significant influence on the employee commitment.

Table 1.2   Research   motivation,   objectives,   questions,   and   hypothesis
(continued)

Motivation for research	Research objectives (RO)	Research questions (RQ)	Hypothesis
Lack knowledge of the mechanisms regarding strategic leadership; to what extent it influences the internal and external environment; precisely, in terms of SHRM practices (Shao et al., 2019)	**RO2:** To examine the influence of strategic leadership on the employee commitment and SHRM practices.	**RQ2:** Does strategic leadership influence employee commitment and SHRM practices?	**H3:** Strategic leadership significant influences on the employee commitment. **H4:** Strategic leadership significant influence on the SHRM practices.
A dearth of literature on theorizing the empirical findings to check the influence of employee commitment on strategic leadership (Ribeiro et al., 2018; Hamadamin & Atan, 2019)	**RO3:** To examine the influence of employee commitment on the SHRM practices.	**RQ3:** Does employee commitment influence the SHRM practices?	**H5:** Employee commitment has a significant influence on the SHRM practices.
Culture significantly affects employee commitment; thus, insufficient empirical studies on testing the mediating effect of strategic leadership (Nyong'a & Maina, 2019)	**RO4:** To examine the mediating role of strategic leadership between organizational culture and employee commitment.	**RQ4:** Does strategic leadership mediate the relationship between organizational culture and employee commitment?	**H6:** Strategic leadership mediates the relationship between organizational culture and employee commitment.

Table 1.2   Research   motivation,   objectives,   questions,   and   hypothesis (continued)

Motivation for research	Research objectives (RO)	Research questions (RQ)	Hypothesis
	RO5: To examine the mediating role of strategic leadership between organizational culture and SHRM practices.	**RQ5:** Does strategic leadership mediate the relationship between organizational culture and SHRM practices?	**H7:** Strategic leadership mediates the relationship between organizational culture and SHRM practices.
Culture positively affects employee commitment; thus, insufficient empirical studies on testing the mediating effect of employee commitment (Ribeiro et al., 2018)	**RO6:** To examine the mediating role of employee commitment between organizational culture and SHRM practices in sequence.	**RQ6:** Does employee commitment mediate the relationship between organizational culture and SHRM practices?	**H8:** Employee commitment mediates the relationship between organizational culture and SHRM practices.
Bulut and Culha (2010) suggested that researchers use resource-based view theory to investigate the influence of employees' commitment on organizational commitment. Accordingly, we used resource-based view theory to investigate the mediating role of employee commitment.	**RO7:** To examine the mediating role of employee commitment between strategic leadership and SHRM practices.	**RQ7:** Does employee commitment mediate the relationship between strategic leadership and SHRM practices?	**H9:** Employee commitment mediates the relationship between strategic leadership and SHRM practices.

Table 1.2   Research   motivation,   objectives,   questions,   and   hypothesis
(continued)

Motivation for research	Research objectives (RO)	Research questions (RQ)	Hypothesis
	RO8: To examine the mediating role of strategic leadership and employee commitment between organizational culture and SHRM practices in sequence.	**RQ8:** Do strategic leadership and employee commitment mediate the relationship between strategic leadership and SHRM practices in sequence?	**H10:** Strategic leadership and employees commitment mediates the relationship between organizational culture and SHRM practices in sequence.

1.7   Scope of Study

The scope of the study is to integrate resource-based view theory and upper echelons theory using the concept of role significance of organizational culture, employee commitment, and strategic leadership for the SHRM practices in the banking sector of Saudi Arabia. This study emphasizes the issues related to the SHRM practices within the context of the banking sector of Saudi Arabia. Accordingly, a direct influence of organizational culture, employee commitment, and strategic leadership (i.e., independent variables) is determined by adopting SHRM practices (i.e., dependent variable). Moreover, the role of employee commitment and strategic leadership is also examined with mediation effect between organizational culture and SHRM practices. This study describes the importance of strategic leadership to achieve the desired outcomes for organizations. This study elucidates the SHRM practices can be significantly triggered by organizational culture, employee commitment, and leadership in the corporate setting. To achieve the study

objectives, the employees and top managers of the banking sector are considered as potential respondents for this study. Both groups are considered because of their greater influence in the operations monitoring and articulating vision for the organization. This study chooses the banking sector, including public and private banks in Jeddah, Saudi Arabia, since this study selected the banking sector and approached participants using a snowball technique.

1.8   Significance of Study

This study contributes to the body of knowledge, policy & practitioners.

i)   Contribution to the body of knowledge:

This study merges two theories (i.e., resource-based view theory and upper echelons theory) to underpin the SHRM practices in the banking sector. Also, this study identifies the significant role of organizational culture, employee commitment, and strategic leadership to overcome the challenges that hinder the SHRM practices. It is conceptually understood that the strategic leadership role would significantly influence strategic implementation in the organization (Jabbar & Hussain 2017; Sagar, 2019; Samimi et al., 2020). However, the role of strategic leadership lacks empirical knowledge to create a bridge between organizational culture and the SHRM practices, especially in the financial sector. From the theoretical point of view, this study contributes to theorizing the framework for the SHRM practices by integrating the resource-based view and upper echelons theory. Earlier studies discussed leadership influence on employee performance, organization culture, and SHRM practices (Harrison & Bazzy, 2017; Schneider et al., 2019). However, these studies ignored the theoretical framework that describes the reverse effect of culture on leadership styles incredibly strategic leadership in the SHRM practices.

ii)   Contribution to Policy:

This study would bridge the gap still lacking in adopting SHRM practices (Sagar, 2019). The empirical result supported the existent studies related to adopting SHRM practices. It will draw a roadmap on adopting strategic human resource management in an organization specifically the banking sector. The SHRM practices model can be used by the banking sector as to explore the modern system through focusing on organizational culture, leadership style, and employees' behaviour and attitude. focus on the organizational cultural values and strategic leadership style and help determining policies to implement SHRM practices. With the use of this study, financial institutions, the banking industry, financial professionals, academics, legislators, and universities may better strategize their plans and operations and investigate the critical elements that may encourage the adoption of SHRM practices.

iii)   Contribution to practitioners:

The study findings could provide guidance for top management and leaders in the financial sector to strategize the SHRM practices and deal with challenges associated with organizational culture. This study will help to launch SHRM programs in the banking sector which will contribute to the development of small and medium business opportunities. this study will enable the Saudi Central Bank to successfully implement SHRM practices and integrate that with the existing systems as can enhance the competitive advantages post-COVID-19 pandemic.

1.9   Definitions

The definition of study variables is mentioned below to understand the context and resemble with significance and scope of the study.

Organizational culture: The work dynamic encompasses several traits and attributes known as involvement, consistency, adaptability, and mission (Denison et al., 2006; Turner, 2020; Samimi et al., 2020). This study defines organizational culture on adaptability and mission as the strategic point of view of the HRM practices to the firm's objectives.

Employee commitment: Developing the capacity to ensure an employee commitment that will promote the firm's performance linked to the strategic HRM practices adopted by the organization (Hamadamin & Atan, 2019). In this study, employee commitment is defined as the capacity of an employee commitment in promoting the firm's performance that is linked to the strategic HRM practices adopted by the organization.

Strategic leadership: The top management team is involved in establishing strategic direction for the organization in terms of operations monitoring and articulating a vision (Tsui et al., 2006; Samimi et al., 2020). This study defined strategic leadership as the perception of the employees on their leaders in articulating the vision, operations monitoring, and design future action plans of the organization that comes under the role of a strategic leader.

SHRM practices: The organizational need for current and future human resources to achieve the short-term and long-term goals. SHRM practices establish the link between human resource management and strategic plans. The key attributes of SHRM practices comprise five strategic approaches for staffing, training, participation, performance appraisal, and compensation of human resources across the organization (Sánchez et al., 2015; Turner, 2020). In this study SHRM practices adoption is measured in terms of its dimensions on staffing, training, participation, performance appraisal, and compensation of human resources across the organization.

1.10   Organization of Research

The thesis comprises five chapters. Chapter 1 covers the study background by providing information about organization culture, employee commitment, strategic leadership, and SHRM practices mentioned in the previous studies. It presents the gap in literature and statement of problem-based on theory and contextual setting. Further, study questions and objectives are devised based on the problem statement. This chapter also covers the study purpose, significance, and scope.

Chapter 2 presents the in-depth literature review and theoretical underpinning related to the research questions established in the previous chapter. This chapter establishes a theoretical argument from published literature in the domain of SHRM practices along with the role significance of culture, employee commitment, and strategic leadership. Further, it covers the section of hypothesis development and the conceptual framework that needs to work on.

Chapter 3 covers the research methods and techniques selected for the data collection and analysis. It also presents the data management pilot testing approaches and finalizes the data collection tools. Further, it includes the procedures to check data validity, reliability, authenticity, and generalizability of the study findings. In general, this chapter depicts the steps that will be performed to plan and conduct the study.

Chapter 4 explains the data analysis technique via structural equation modeling which contains two methods: measurement and structural models. The statistical analysis, model, and hypotheses testing findings are presented.

Chapter 5 summarizes the overall findings, detailed discussion on the results extracted from the previous chapter and highlights the limitation and recommendations for future research. Additionally, the theoretical and practical contributions of this study are discussed.

1.11   Summary

The rationale of the study was covered in this chapter. It includes sections covering the background of the study, statement of the problem, study questions, objectives, scope, and significance. This chapter established the arguments to conduct this study and fill the literature gap. Further, it emphasized the empirical investigation of the proposed relationship among study variables.

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Dear Participant,

The main purpose of this study is to examine (The Role of Organizational Culture and Strategic Leadership in SHRM Practices). Being a part of a financial sector in Saudi Arabia, you have been chosen as a participant to provide information regarding strategic human resource management practices.

In order to enable you to provide such valuable data, a questionnaire has been designed which consists of three constructs (i). Organizational Culture, (ii) Strategic Leadership, and (iii) SHRM practices. And this questionnaire based on two sections as; Section A; demographic and general questions and section B: employees' references.

This questionnaire will take 8-10 minutes of yours for filling it out. In order to ensure that all information remains confidential, please avoid including your name. If you choose to participate in this research, please answer all questions and return the filled questionnaire to the researcher.

Thank you for your time.

If you have any additional information or questions, please feel free to contact. Your cooperation will be highly appreciated.

Sincerely,

Nadra Tawfig
PhD. Student
Azman Hashim International Business School
Universiti Teknologi Malaysia

Email: tawfignadra@gmail.com

عزيزي المشارك/ عزيزتي المشاركة،

الغرض الرئيسي من هذه الدراسة هو فحص (دور ثقافة المنظمة والقيادة الاستراتيجية في تبني ممارسات إدارة الموارد البشرية الاستراتيجية). نظرًا لكونك جزءًا من القطاع المالي في المملكة العربية السعودية، فقد تم اختيارك كمشارك/ة لتقديم المعلومات المتعلقة بممارسات إدارة الموارد البشرية الاستراتيجية.

من أجل تمكينك من تقديم مثل هذه البيانات القيمة، تم تصميم استبيان يتكون من ثلاثة أقسام (أ: ثقافة المنظمة، ب: القيادة الاستراتيجية وممارسات ج: ممارسات إدارة الموارد البشرية الاستراتيجية).

سيتطلب هذا الاستبيان بضع دقائق من استفسارك لملئه. من أجل ضمان أن تظل جميع المعلومات سرية، يرجى تجنب إدراج اسمك. إذا اخترت المشاركة في هذا البحث، فيرجى الإجابة على جميع الأسئلة وإعادة الاستبيان المملوء إلى الباحث.

شكرا لوقتك

إذا كانت لديك أي معلومات أو أسئلة إضافية، فلا تتردد في الاتصال. سيتم تعاونكم في غاية الامتن

تحياتي،

نضرة فؤاد توفيق.
طالبة علم: مرحله الدكتوراه
مدرسة أزمان هاشم الدولية للأعمال
Universiti Teknologi Malaysia
tawfignadra@gmail.com

<u>**Instructions for completing the questionnaire**</u>

1. Please answer the following questions if you are rendering services at a bank is Saudi Arabia.
2. Please answer all questions in this questionnaire
3. I appreciate if you could return the completed questionnaire to the respective person
4. Please read the following statements carefully and tick (√) the number that best represents your behavior

Section A

DEMOGRAPHIC AND GENERAL QUESTIONS

This part concerns some general information. Please tick (√) in provided box below that best describes your answer

1. **Gender الجنس**

   ☐ Male ذكر
   ☐ Female أنثى

2. **Age العمر**

   ☐ 18- 25
   ☐ 26 – 35
   ☐ 36 – 45
   ☐ 46 – 55
   ☐ More than 55 years old

3. **Education Level المستوى التعليمي**

   ☐ Bachelor بكالوريوس
   ☐ Masters ماجستير
   ☐ Doctorate دكتوراه
   ☐ Other (please specify) أخرى (ارجو التحديد)_____

4. **Currently you are working with the bank…**

   تعمل حاليا في البنك.........

   ☐ The National Commercial Bank

   ☐ The Saudi British Bank

   ☐ Saudi Investment Bank

   ☐ Alinma bank

   ☐ Banque Saudi Fransi

   ☐ Riyad Bank

   ☐ Samba Financial Group (Samba)

   ☐ Alawwal bank

   ☐ Al Rajhi Bank

   ☐ Arab National Bank

   ☐ Bank AlBilad

   ☐ Bank AlJazira

   ☐ Gulf International Bank Saudi Aribia (GIB-SA)

   ☐ Other (please specify) _____

5. **Your current position in the bank الوظيفة الحالية**

   ☐ Officers from Operation Department موظف في قسم العمليات البنكية

   ☐ Commercial Loan officers مسؤول القروض التجارية

   ☐ Relationship Managers مدير العلاقات

   ☐ Investment and Credit Consultants استشاري استثمار و ائتمان

   ☐ Senior Financial Analyst محلل مالي كبير

   ☐ Branch Managers مدير فرع

   ☐ Senior staff from HRM كبراء الموظفين من إدارة الموارد البشرية

   ☐ Others**,** please specify/ ارجو التحديد ،أخرى_____

6. **Your department القسم الذي تعمل فيه**

7. **Human Resource Management** إدارة الموارد البشرية

☐ Operations Department قسم العمليات البنكية

☐ Customer relationship علاقات العملاء

☐ Credit line department قسم مسار الائتمان

☐ Remittance department قسم الحوالات

☐ Risk Management department قسم إدارة المخاطر

☐ Audit department قسم التدقيق

☐ Investment management and accounts إدارة وحسابات الاستثمار

☐ Insurance Department قسم دائرة التأمين

☐ Procurement department قسم المشتريات

☐ Please specify ارجو التحديد _____

8. **Experience in years at the current position**
   عدد سنوات الخبرة في الوظيفة الحالية

☐ Less than 1 years أقل من سنه واحدة

☐ 1 – 5 years ١-٥ سنوات

☐ 6 – 10 years ٦-١٠ سنوات

☐ 11 – 15 years ١١-١٥ سنه

☐ More than 15 years أكثر من ١٥ سنه

9. **Number of employees in the company**
   عدد العاملين في الشركة

☐ Less than 50 employees أقل من ٥٠ موظف

☐ Less than 100 employees أقل من ١٠٠ موظف

☐ Above 100 employees أكثر من ١٠٠ موظف

EMPLOYEES' REFERENCES

Please indicate whether you agree or disagree with each statement given based on five scale (1 = strongly disagreed, 2 = disagreed, 3 = slightly agree, 4 = agree, 5 = strongly agree) response framework. Please tick (√) one number per question to determine whether you agree or disagree with the following stated questions.

يرجى توضيح ما إذا كنت توافق أو لا توافق على كل عبارة تم تقديمها بناءً على خمسة مقاييس للإجابة (1 = غير موافق بشدة، 2 = غير موافق ، 3 = موافق قليلاً ، 4 = موافق ، 5 = موافق بشدة) .
يرجى وضع علامة (√) على خيار واحد فقط لكل سؤال لتحديد ما إذا كنت توافق أو لا توافق على الأسئلة المذكورة التالية

Strongly disagree اعترض بشدة	Disagree اعترض	Slightly Agree أوافق قليلا	Agree أوافق	Strongly Agree أوافق بشدة
1	2	3	4	5

Construct 1. Organizational Culture				
القسم الأول: ثقافه المنظمة				
Dimension: Adaptability				
Creating change				
6. The way things are done is very flexible and easy to change. الطريقة التي تتم بها الأمور مرنة للغاية ويسهل تغييرها	1	2	3	4	5
7. The organization responds well to competitors and other changes in the business environment. تجيد المنظمة التجاوب مع المنافسين والتغيرات الأخرى في بيئة الأعمال	1	2	3	4	5
8. New and improved ways to do work are continually adopted. تُعتمد باستمرار طرق جديدة ومطورة للقيام بالعمل	1	2	3	4	5
9. Attempts to create change usually meet with resistance. عادةً تواجه محاولات إحداث التغيير مقاومة عادةً ما تواجه محاولات إحداث التغيير مقاومة	1	2	3	4	5
10. Different parts of the organization often cooperate to create change. غالبًا ما تتعاون أجزاء مختلفة من المنظمة لإحداث التغيير	1	2	3	4	5

Customer focus					

	1	2	3	4	5
6. Customer comments and recommendations often lead to changes. غالبًا ما تؤدي تعليقات العملاء وتوصياتهم إلى إحداث تغييرات	1	2	3	4	5
7. Customer input directly influences our decisions. مدخلات العميل لديه تأثير مباشر على قراراتنا	1	2	3	4	5
8. All employees have a deep understanding of customer wants and needs. يتمتع جميع الأعضاء بفهم عميق لرغبات العملاء واحتياجاتهم	1	2	3	4	5
9. The interests of the customer often get ignored in our decisions. غالبًا ما يتم تجاهل مصالح العملاء في قراراتنا	1	2	3	4	5
10. The organization encourages direct contact with customers by our people. تشجع المنظمة على التواصل المباشر مع العملاء من خلال موظفينا	1	2	3	4	5
Organizational learning					
6. The organization views failure as an opportunity for learning and improvement. (a) تعتبر المنظمة الفشل بمثابة فرصة للتعلم والتطور	1	2	3	4	5
7. Innovation and risk taking are encouraged and rewarded. (b) يحظى الابتكار والمجازفة بالتشجيع والمكافأة	1	2	3	4	5
8. Lots of tasks are left undone. يتم ترك الكثير من المهام دون إنجاز	1	2	3	4	5
9. Learning is an important objective in our day-to-day work. (c) يمثل التعلم هدف هام في عملنا اليومي	1	2	3	4	5
10. The organization shares the same information with everyone at work. (d) تشارك المنظمة نفس المعلومات مع كل شخص في العمل.	1	2	3	4	5
Dimension: Mission					
Strategic direction and Intent					
6. The organization has long-term purpose and direction. (e) لدى المنظمة هدف وتوجه طويل الأجل	1	2	3	4	5
7. Our organizational strategy leads other organizations to change the way they compete in the industry. (f) تقود استراتيجية المنظمة المؤسسات الأخرى نحو تغيير الطريقة التي تنافس بها في القطاع	1	2	3	4	5
8. There is a clear mission that gives meaning and direction to my work. (g) ثمة رسالة واضحة جليه تضفي معنى وتوجيهًا لعملي	1	2	3	4	5
9. The organization has a clear strategy for the future (h) لدى المنظمة استراتيجية واضحة للمستقبل	1	2	3	4	5
10. The organization's strategic direction is unclear to me.	1	2	3	4	5

(i) الاتجاه الاستراتيجي للمنظمة غير واضح بالنسبة لي					

Goals and objectives					
6. There is widespread agreement about organizational goals. (j) هناك اتفاق واسع النطاق حول أهداف المنظمة	1	2	3	4	5
7. Leaders set goals that are ambitious, but realistic. (k) يضع القادة أهدافًا طموحة لكنها واقعية.	1	2	3	4	5
8. The organizational objectives are officially and publicly written down by the leaders. (l) يتم تدوين الأهداف التنظيمية رسميًا وعلنيًا من قبل القادة	1	2	3	4	5
9. The organization continuously tracks my progress towards the organizational. (m) تحافظ المنظمة باستمرار على تتبع ما أحرزه من تقدم مقابل الأهداف والغايات التنظيمية المعلنة	1	2	3	4	5
10. I understand what needs to be done for the organization to succeed in the long run. (n) أفهم ما يجب القيام به لتحقيق النجاح على المدى الطويل	1	2	3	4	5

Vision					
6. Employees in my organization have a shared vision of what the organization will be like in the future. (o) لدى الموظفين في المنظمة رؤية مشتركة لما ستكون عليه المؤسسة في المستقبل	1	2	3	4	5
7. Leaders in my organization have a long-term viewpoint. (p) يتمتع القادة في المنظمة بوجهة نظر طويلة المدى	1	2	3	4	5
8. Short-term thinking often compromises the organizational long-term vision. (q) غالباً ما يُضر التفكير على المدى القصير برؤيتنا طويلة المدى	1	2	3	4	5
9. The organization's vision creates excitement and motivation for the employees. (r) تخلق رؤية المنظمة جو من الإثارة والتحفيز لدى موظفينا	1	2	3	4	5
10. I am able to meet short-term demands without compromising the organizational long-term vision. (s) أنا قادر على تلبية الطلبات قصيرة الأجل دون المساس برؤية المنظمة طويلة المدى.	1	2	3	4	5

Construct 2. Strategic Leadership القسم الثاني: القيادة الاستراتيجية					

Dimension: Vision articulating					
5. The top management clearly communicating the vision about the future of the company. (t) تنقل الإدارة العليا بوضوح الرؤية حول مستقبل الشركة	1	2	3	4	5
6. The top management are articulating a bright future for employees. (u) تقوم الإدارة العليا بصياغة مستقبل مشرق للموظفين	1	2	3	4	5
7. The top management are clearly handling on the development of the company in the next five years.	1	2	3	4	5

(v) الإدارة العليا تتولى زمام الأمور فيما يتعلق بتطور الشركة خلال السنوات الخمس المقبلة					
8. The top management are emphasizing the long-term planning of the company. (w) تؤكد الإدارة العليا على التخطيط طويل المدى للشركة	1	2	3	4	5

Dimension: Operations monitoring					
4. Top management are having good managers over different projects and plans. (x) الإدارة العليا لديها مدراء جيدون على المشاريع والخطط مختلفة	1	2	3	4	5
5. Top management are monitoring the operations of the organization. (y) تراقب الإدارة العليا سير عمل المؤسسة	1	2	3	4	5
6. Top management are having a tight control over the business conditions of the organization. (z) تتمتع الإدارة العليا برقابة صارمة على ظروف العمل في داخل المؤسسة	1	2	3	4	5

Construct 3. SHRM Practices

القسم الثالث: ممارسات قسم الموارد البشرية الاستراتيجية

Dimension: Staffing					
4. The organization is selective in its hiring process. (aa) المنظمة تتحرى الانتقائية في عملية التوظيف	1	2	3	4	5
5. The organization is selective for its expertise and skills. (bb) المنظمة تتحرى الانتقائية لاختيار خبراتها ومهاراتها	1	2	3	4	5
6. The organization is selective about its future potentials. (cc) المنظمة تتحرى الانتقائية لاختيار الإمكانات المستقبلية	1	2	3	4	5

Dimension: Training					
4. The organization provides formal training activities. (dd) توفر المنظمة أنشطة تدريبية بشكل رسمي	1	2	3	4	5
5. The organization provides comprehensive training policies and programs. (ee) توفر المنظمة سياسات وبرامج تدريبية شاملة	1	2	3	4	5
6. The organization provides training for new hires (ff) توفر المنظمة التدريب للموظفين الجدد	1	2	3	4	5

Dimension: Participation					
4. Employees are allowed to make decisions. (gg) يسمح للموظفين باتخاذ القرارات	1	2	3	4	5
5. Employees are allowed to suggest improvements into work. (hh) يسمح للموظفين باقتراح إدخال تحسينات على العمل	1	2	3	4	5
6. Employees' voices are valued by the organization. (ii) تحظى أصوات الموظفين بتقدير من المؤسسة	1	2	3	4	5

Dimension: Performance appraisal					
4. Performance appraisal is developmental focused (jj) تقييم الأداء يركز على الجانب الإنمائي (kk)	1	2	3	4	5

5. Performance appraisal is results-based appraisal تقييم الأداء هو تقييم قائم على النتائج (ll)	1	2	3	4	5
6. Performance appraisal is behavior-based appraisal تقييم الأداء هو تقييم قائم على السلوك (mm)	1	2	3	4	5
<u>Dimension: Compensation</u>					
4. Profit sharing is included in compensation. تقاسم الأرباح مشمول في التعويض المالي (nn)	1	2	3	4	5
5. Incentive pay is included in compensation أجر الحوافز مشمول في التعويض المالي (oo)	1	2	3	4	5
6. The link between performance and reward is reflected in compensation. الارتباط بين الأداء والمكافأة ينعكس في التعويض المالي (pp)	1	2	3	4	5
Construct 4: Employees' Commitment القسم الرابع: التزام الموظفين بالمنظمة					
(qq) I am committed to this company (rr) أنا ملتزم لهذه الشركة	1	2	3	4	5
(ss) I really care about the future of this company (tt) أنا حقًا أهتم بمستقبل هذه الشركة	1	2	3	4	5
(uu) I find my values and the company's values very similar (vv) أجد أن قيمي وقيم الشركة متشابهة جدًا	1	2	3	4	5
(ww) I really feel as if this company's problems are my own (xx) أشعر حقًا كما لو أن مشاكل هذه الشركة هي مشكلتي أيضًا	1	2	3	4	5

(yy)

(zz) ***END OF QUESTIONNAIRE***

(aaa)

(bbb) Thank you for your time and valuable feedback

Appendix B   P-P Plots

Normal P-P Plot of Adaptability

Normal P-P Plot of Mission

Normal P-P Plot of Operating Monitoring

Normal P-P Plot of Vision Articulating

Normal P-P Plot of Employees' Commitment

Normal P-P Plot of Staffing

Normal P-P Plot of Training

Normal P-P Plot of Participation

Normal P-P Plot of Performance Appraisal

Normal P-P Plot of Compensation

Appendix C   Q-Q Plots

Normal Q-Q Plot of Adaptability

Normal Q-Q Plot of mission

Normal Q-Q Plot of Operation Monitoring

Normal Q-Q Plot of Vision Articulating

Normal Q-Q Plot of Employees' Commitment

Normal Q-Q Plot of Staffing

Normal Q-Q Plot of Training

Normal Q-Q Plot of Participation

Normal Q-Q Plot of Performance Appraisal

Normal Q-Q Plot of Performance Compensation

Appendix D   Histograms Plotted

Adaptability — Mean = 3.48, Std. Dev. = .658, N = 228

Mission — Mean = 3.64, Std. Dev. = .783, N = 228

Operation Monitoring — Mean = 3.74, Std. Dev. = .933, N = 228

Vision Articulating — Mean = 3.57, Std. Dev. = 1.002, N = 228

Employees' Commitment — Mean = 3.84, Std. Dev. = .999, N = 228

Staffing — Mean = 3.46, Std. Dev. = 1.067, N = 228

training — Mean = 3.70, Std. Dev. = .984, N = 228

Participation — Mean = 3.10, Std. Dev. = 1.046, N = 228

Performance Appraisal

Mean = 3.30
Std. Dev. = .952
N = 228

Compensation

Mean = 3.09
Std. Dev. = .946
N = 228

Appendix E   Permission to Conduct Academic Research

Universiti Teknologi Malaysia
Jalan Sultan Yahya Petra
54100 Kuala Lumpur, Malaysia
Tel: 03-2615 4100

Our References : UTM.K.55.01.03/13.11/1/4
Date : December 3, 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**REQUEST TO CONDUCT AN ACADEMIC RESEARCH /
PERMISSION TO COLLECT DATA**

Name	:	**NADRA FOUAD M TAWFIG**
ISID No. / Passport No.	:	**201908F10037 / V006845**
Matric No.	:	**PBS193013**
Admission Status	:	**Full Time**
Registration Date	:	**17 August 2019**
Medium of Instruction	:	**English**
Programme	:	**Doctor of Philosophy (PhD)**

With regard to the above, this is to certify that **NADRA FOUAD M TAWFIG (PBS193013)** is pursuing **Doctor of Philosophy (PhD)** at Azman Hashim International Business School, Universiti Teknologi Malaysia, Kuala Lumpur.

The student is currently conducting a research under the supervision of **Dr. Suzilawati Kamarudin** on a title of **ORGANIZATIONAL CULTURE AND STRATEGIC LEADERSHIP IN STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN SAUDI ARABIA**. In order to fulfill her research requirement, it would be greatly appreciated if you could allow her to distribute questionnaires, conduct an interview and collect data on related topic in your organization.

Data collection will be used for academic purpose only and shall remain confidential and will not be identified in publication or media. Please contact us at 03-21805032 or email to norharyani.kl@utm.my for further clarification.

Thank you for your cooperation.

"BERKHIDMAT UNTUK NEGARA"

I, who uphold trust,

NORHARYANI BINTI HAMID
Assistant Registrar
Azman Hashim International Business School
Level 10, Menara Razak
UTM Kuala Lumpur
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✉ : norharyani.kl@utm.my

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216

Appendix F   Questionnaire Validation

Nov 28th ,2020

Subject: Expert Validation of English- Arabic translation of questionnaire

Dear Dr. Wafaa Alyafi,

My name is Nadra Fouad Tawfig, PhD student at Azman Hashim International School, Universiti Teknologi Malaysia (UTM). Currently, I am conducting research titled (The Effect of Organizational Culture and Strategic Leadership on Strategic HRM Practices in the Financial Sector in Saudi Arabia". I am in the phase of primary data collection for my research study. I would like to kindly have your expertise to validate and confirm the English-Arabic Language translation of the items that I have selected, before moving to the data collection step.

With your expertise and knowledge, I seek your generous opinion to validate the translation language of attached questionnaire for the study. Your feedback is highly appreciated.

Thank you

My best regards,

Nadra Fouad Tawfig
PhD student
Azamn Hashim International Business School UTM
Kuala Lampur Campus
Phone: +966 55 876 2402
Email: tawfignadra@gmail.com

Section 1: Organizational Culture القسم الأول: ثقافه المنظمة	Translation is correct?		Arabic Language understood?		Comments
Dimension: Adaptability **Creating change**	YES	NO	YES	NO	
1- The way things are done is very flexible and easy to change. الطريقة التي تتم بها الأمور مرنة للغاية ويسهل تغييرها .	Yes		Yes		
2- The organization responds well to competitors and other changes in the business environment. تجيد المنظمة التجاوب مع المنافسين والتغيرات الأخرى في بيئة الأعمال	Yes		Yes		
3- New and improved ways to do work are continually adopted. تُعتمد باستمرار طرق جديدة ومطورة للقيام بالعمل	Yes		Yes		
4- Attempts to create change usually meet with resistance. عادةً ما تواجه محاولات إحداث التغيير مقاومة	Yes		Yes		
5- Different parts of the organization often cooperate to create change. غالبًا ما تتعاون أجزاء مختلفة من المنظمة لإحداث التغيير	Yes		Yes		
Customer focus					
6- Customer comments and recommendations often lead to changes. غالبًا ما تؤدي تعليقات العملاء وتوصياتهم إلى إحداث تغييرات	Yes		Yes		
7- Customer input directly influences our decisions. مدخلات العميل لديها تأثير مباشر على قراراتنا	Yes		Yes		
8- All employees have a deep understanding of customer wants and needs. يتمتع جميع الأعضاء بفهم عميق لرغبات العملاء واحتياجاتهم	Yes		Yes		
9- The interests of the customer often get ignored in our decisions. غالبًا ما يتم تجاهل مصالح العملاء في قراراتنا	Yes		Yes		
10- The organization encourages direct contact with customers by our people. تحث(تشجع) المنظمة على التواصل المباشر مع العملاء من خلال موظفينا	Yes		Yes		

Organizational learning					
11- The organization views failure as an opportunity for learning and improvement. تعتبر المنظمة الفشل بمثابة فرصة للتعلم والتطور	Yes		Yes		
12- Innovation and risk taking are encouraged and rewarded. يحظى الابتكار والمجازفة بالتشجيع والمكافأة	Yes		Yes		
13- Lots of tasks are left undone. يتم ترك الكثير من المهام دون إنجاز	Yes		Yes		
14- Learning is an important objective in our day-to-day work. يمثل التعلم هدف هام في عملنا اليومي	Yes		Yes		
15- The organization shares the same information with everyone at work. تشارك المنظمة نفس المعلومات مع كل شخص في العمل	Yes		Yes		
Dimension: Mission					
Strategic direction and Intent					
16- The organization has long-term purpose and direction. لدى المنظمة غرض (هدف) وتوجه طويل الأجل	Yes		Yes		
17- Our organizational strategy leads other organizations to change the way they compete in the industry تقود استراتيجيتنا المؤسسات الأخرى نحو تغيير الطريقة التي تنافس بها في القطاع	Yes		Yes		
18- There is a clear mission that gives meaning and direction to my work. ثمة رسالة واضحة تضفي جليه معنى وتوجيهًا لعملي	Yes		Yes		
19- The organization has a clear strategy for the future لدى المنظمة استراتيجية واضحة للمستقبل	Yes		Yes		
20- The organization's strategic direction is unclear to me. الاتجاه الاستراتيجي للمنظمة غير واضح بالنسبة لي	Yes		Yes		
Goals and objectives					
21- There is widespread agreement about organizational goals هناك اتفاق واسع النطاق حول أهداف المنظمة	Yes		Yes		
22- Leaders set goals that are ambitious, but realistic. يضع القادة أهدافًا طموحة لكنها واقعية					

23- The organizational objectives are officially and publicly written down by the leaders. يتم تدوين الأهداف التنظيمية رسميًا وعلنيًا من قبل القادة	Yes		Yes		
24- The organization continuously tracks my progress towards the organizational stated goals and objectives. تحافظ المنظمة باستمرار على تتبع ماأحرزه من تقدم مقابل الأهداف والغايات التنظيمية المعلنة	Yes		Yes		
25- I understand what needs to be done for the organization to succeed in the long run. أفهم ما يجب القيام به لتحقيق النجاح على المدى الطويل	Yes		Yes		
Vision					
26- Employees in my organization have a shared vision of what the organization will be like in the future. لدى الموظفين في المنظمة رؤية مشتركة لما ستكون عليه المؤسسة في المستقبل	Yes		Yes		
27- Leaders in my organization have a long-term viewpoint. يتمتع القادة في المنظمة بوجهة نظر طويلة المدى	Yes		Yes		
28- Short-term thinking often compromises the organizational long-term vision غالباً ما يُضر التفكير على المدى القصير برؤيتنا طويلة المدى	Yes		Yes		
29- The organization's vision creates excitement and motivation for the employees. تخلق رؤية المنظمة جو من الإثارة والتحفيز لدى موظفينا	Yes		Yes		
30- I am able to meet short-term demands without compromising the organizational long-term vision. أنا قادر على تلبية الطلبات قصيرة الأجل دون المساس برؤية المنظمة طويلة المدى	Yes			No	

Section 2: Strategic Leadership					
Dimension: Vision articulating					
31- The top management clearly communicating the vision about the future of the company. تنقل الإدارة العليا بوضوح الرؤية حول مستقبل الشركة	Yes		Yes		
32- The top management are articulating a bright future for employees تقوم الإدارة العليا بصياغة مستقبل مشرق للموظفين	Yes		Yes		
33- The top management are clearly handling on the development of the company in the next five years. الإدارة العليا تتولي زمام الأمور فيما يتعلق بتطور الشركة خلال السنوات الخمس المقبلة	Yes		Yes		
34- The top management are emphasizing the long-term planning of the company تؤكد الإدارة العليا على التخطيط طويل المدى للشركة	Yes		Yes		
Dimension: Operations monitoring					
35- Top management are having good managers over different projects and plans الإدارة العليا لديها مديرين جيدين على المشاريع والخطط مختلفة		No	الإدارة العليا لديها مدراء جيدين لإدارة المشاريع والخطط المختلفة	Yes	
36- Top management are monitoring the operations of the organization تراقب الإدارة العليا سير عمل المؤسسة	Yes			Yes	
37- Top management are having a tight control over the business conditions of the organization تتمتع الإدارة العليا برقابة صارمة على ظروف العمل في داخل المؤسسة	Yes			Yes	

القسم الثالث: ممارسات إدارة الموارد البشرية الاستراتيجية Section 3: SHRM Practices					
Dimension: Staffing					
38- The organization is selective in its hiring process. المنظمة تتحرى الانتقائية في عملية التوظيف	Yes			Yes	
39- The organization is selective for its expertise and skills المنظمة تتحرى الانتقائية لاختيارخبراتها و مهاراتها	Yes			Yes	
40- The organization is selective about its future potentials المنظمة تتحرى الانتقائية لاختيار الإمكانات المستقبلية	Yes			Yes	
Dimension: Training					
41- The organization provides formal training activities توفرالمنظمة أنشطة تدريبية بشكل رسمي	Yes		Yes		
42- The organization provides comprehensive training policies and programs توفر المنظمة سياسات وبرامج تدريبية شاملة	Yes		Yes		
43- The organization provides training for new hires توفر المنظمة التدريب للموظفين الجدد	Yes		Yes		
Dimension: Participation					
44- Employees are allowed to make decisions. يسمح للموظفين باتخاذ القرارات	Yes		Yes		
45- Employees are allowed to suggest improvements into work يسمح للموظفين باقتراح إدخال تحسينات على العمل	Yes		Yes		
46- Employees' voices are valued by the organization. تحظى أصوات الموظفين بتقديرمن المؤسسة	Yes		Yes		
Dimension: Performance appraisal					
47- Performance appraisal is developmental focused تقييم الأداء يركز على الجانب الإنمائي	Yes		Yes		
48- Performance appraisal is results-based appraisal تقييم الأداء هو تقييم قائم على النتائج	Yes		Yes		
49- Performance appraisal is behavior-based appraisal تقييم الأداء هو تقييم قائم على السلوك	Yes		Yes		

Dimension: Compensation					
50- Profit sharing is included in compensation تقاسم الأرباح مشمول في التعويض المالي	Yes		Yes		
51- Incentive pay is included in compensation أجر الحوافز مشمول في التعويض المالي	Yes		Yes		
52- The link between performance and reward is reflected in compensation الارتباط بين الأداء والمكافأة ينعكس في التعويض المالي	Yes		Yes		

Thank you for your time and valuable feedback on the items related to their acceptance, language and relevance to constructs. Do the Arabic translation language of the questions raised in the questionnaire as a whole reflect the English language items?

Yes   No

If No please Specify:

Name: _Dr. Wafaa AbdulBadie AlYafi (Associated Professor (HRM)

Signature: ___wafaa__ _   Date: 30 November 2020

Oct 27th ,2020

Subject: Expert Validation of Study Construct and Related Items

Dear Prof. / Dr. Adriana Mohd Rizal

My name is Nadra Fouad Tawfig, PhD student at Azman Hashim International School, Universiti Teknologi Malaysia (UTM). Currently, I am conducting research titled (The Effect of Organizational Culture and Strategic Leadership on Strategic HRM Practices in the Financial Sector in Saudi Arabia". I am in the phase of primary data collection for my research study. I would like to kindly have your expertise to validate and confirm the items that I have selected, before moving to the data collection step. Kindly note that all the items are extracted from published research studies.

With your expertise and knowledge, I seek your generous opinion to validate the attached questionnaire for the study. Your feedback is highly appreciated.

Thank you
My best regards,

Nadra Fouad Tawfig
PhD student
Azamn Hashim International Business School
UTM
Kuala Lampur Campus
Phone: +966 55 876 2402
Email: tawfignadra@gmail.com

Details of study Constructs, dimensions and number of items.

Name of Construct	Type	1st order / dimensions	2nd order/dimensions	Total items
Organizational culture (Denison et al., 2006; Turner, 2020; Samimi et al., 2020)	Independent	Adaptability trait	Creating change	5 items
			Customer focus	5 items
			Organizational learning	5 items
		Mission trait	Vision	5 items
			Strategic direction and intent	5 items
			Goals and objectives	5 items
Employees' commitment (Hamadamin and Atan, 2019)	Independent, mediate	None	None	4 items
Strategic leadership (Tsui, et al., 2006; Samimi et al., 2020)	Independent, mediate	Vision articulating	None	4 items
		Operations monitoring		3 items
SHRM practices (Sánchez et al., 2015; Turner, 2020)	Dependent	Staffing	None	3 items
		Training		3 items
		Participation		3 items
		Performance appraisal		3 items
		Compensation		3 items
			Total items	**56**

Note: Please tick (√) in the space provided

Construct and Dimensions	Item can be accepted?		Language understood?		Item related to construct?		Comments
	Yes	No	Yes	No	Yes	No	
Section 1: Organizational Culture **Definition: "The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share knowledge" (Ashkanasy et al., 2011)**							
Dimension: Adaptability							
Creating change: **Definition:** "The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes". (Denison et al., 2006)							
1. The way things are done is very flexible and easy to change.	/		/		/		
2. We respond well to competitors and other changes in the business environment.	/		/		/		
3. New and improved ways to do work are continually adopted.	/		/		/		
4. Attempts to create change usually meet with resistance. (Reversed Scale)	/		/		/		
5. Different parts of the organization often cooperate to create change.	/		/		/		
Customer focus: **Definition:** "The organization understands and reacts to their customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers" (Denison et al., 2006)							
6. Customer comments and recommendations often lead to changes.	/		/		/		

Item	C1	C2	C3	C4	C5	C6	Comments
7. Customer input directly influences our decisions.	/		/		/		
8. All employees have a deep understanding of customer wants and needs.	/		/		/		
9. The interests of the customer often get ignored in our decisions. (Reversed Scale)	/		/		/		
10. We encourage direct contact with customers by our people.	/		/		/		
Organizational learning:							
Definition: "The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities" (Denison et al., 2006)							
11. The organization views failure as an opportunity for learning and improvement.	/		/		/		
12. Innovation and risk taking are encouraged and rewarded.	/		/		/		
13. Lots of things are left undone. (Reversed Scale) Lots of tasks are left undone. (Reversed Scale)	/		/		/		Do you need to have 2 items here for the reversed scale? Which one is more relevant for your study?
14. Learning is an important objective in our day-to-day work.	/		/		/		
15. We make certain that everyone in the organization is being shared with the same information.	/			/	/		Revised item
Dimension: Mission							
Strategic direction and Intent:							

Definition: "Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and "make their mark" on the industry" (Denison et al., 2006)							
16. The organization long-term purpose and direction.		/		/	/		Unclear. Revise item
17. Our strategy leads other organizations to change the way they compete in the industry.	/		/		/		
18. There is a clear mission that gives meaning and direction to our work.	/		/		/		
19. The organization has a clear strategy for the future.	/		/		/		
20. The organization's strategic direction is unclear to me. (Reversed Scale)	/		/		/		
Goals and objectives: **Definition:** "A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work"(Denison et al., 2006)							
21. There is widespread agreement about organizational goals.	/		/		/		
22. Leaders set goals that are ambitious, but realistic.	/		/		/		
23. Objectives we are trying to meet are officially and publicly written down by the leaders.	/			/	/		Unclear. Revise item
24. We continuously track our progress against our stated goals.	/		/		/		
25. We understand what needs to be done for the organization to succeed in the long run.	/		/		/		

Statement						
Vision: **Definition:** "The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction"(Denison et al., 2006)						
26. We have a shared vision of what the organization will be like in the future	/		/		/	
27. Leaders have a long-term viewpoint.	/		/		/	
28. Short-term thinking often compromises our long-term vision. (Reversed Scale)	/		/		/	
29. Our vision creates excitement and motivation for our employees.	/		/		/	
30. We are able to meet short-term demands without compromising our long-term vision.	/		/		/	
Section 2: Strategic Leadership **Definition:** "Strategic leadership as the functions performed by individuals at the top levels of an organization (CEOs, TMT members, Directors, General Managers) that are intended to have strategic consequences for the firm" (Samimi et al., 2020)						
Dimension: Vision articulating **Definition:** Visionary approach by leaders help in firm's internal and external adaption issues. (Tsui et al., 2004)						
1. The top management clearly communicating the vision about the future of the company	/		/		/	
2. The top management are articulating a bright future for employees	/		/		/	
3. The top management are clearly handling on the development of the company in the next five years	/		/		/	
4. The top management are emphasizing the long-term planning of the company	/		/		/	

Dimension: Operations monitoring							
Definition: is to get a clear picture of business operations at micro, meso and macro level. (Tsui et al., 2004)							
5. Top management are having good managers over different projects and plans	/		/		/		
6. Top management are monitoring the operations of the organization	/		/		/		
7. Top management are having a tight control over the business conditions of the organization	/		/		/		
Section 3: SHRM Practices							
Definition: "Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole. As a result, the goals of a human resource department reflect and support the goals of the rest of the organization" (Sánchez et al., 2015)							
Dimension: Staffing							
1. Human Resource Department practice selectivity in hiring	/		/		/		
2. Human Resource Department practice selection for expertise and skills	/		/		/		
3. Human Resource Department practice selection for future potentials	/		/		/		
Dimension: Training							
4. The organization provides formal training activities	/		/		/		
5. The organization provides comprehensive training policies and programs	/		/		/		
6. The organization provides training for new hires	/		/		/		

<u>Dimension: Participation</u>						
7. Employees are allowed to make decisions	/		/		/	
8. Employees are allowed to suggest improvements into work	/		/		/	
9. Employees' voices are valued by the organization	/		/		/	
<u>Dimension: Performance appraisal</u>						
10. Performance appraisal is developmental focused	/		/		/	
11. Performance appraisal is results-based appraisal	/		/		/	
12. Performance appraisal is behavior-based appraisal	/		/		/	
<u>Dimension: Compensation</u>						
13. Profit sharing is included in compensation	/		/		/	
14. Incentive pay is included in compensation	/		/		/	
15. The link between performance and reward is reflected in compensation	/		/		/	
Construct 4: Employees' Commitment						
16. I am committed to this company	/		/		/	
17. I really care about the future of this company	/		/		/	
18. I find my values and the company's values very similar	/		/		/	
19. I really feel as if this company's problems are my own	/		/		/	

Thank you for your time and valuable feedback on the items related to their acceptance, language and relevance to constructs.

Do the questions raised in the questionnaire as a whole reflect the dimensions and elements measured?

/ Yes   ☐ No

If No please Specify:

_____

Name: Dr. Adriana Mohd Rizal   Signature: Adriana

         Date: 28 October 2020

THE ROLE OF ORGANIZATIONAL CULTURE AND STRATEGIC LEADERSHIP IN SHRM PRACTICES FOR THE FINANCIAL SECTOR IN SAUDI ARABIA

Research questions

Based on the research gaps identified in the previous sections, the below mentioned questions are described.

RQ1: Does organizational culture influence on the SHRM practices and strategic leadership?

RQ2: Does strategic leadership influence on the SHRM practices?

RQ3: Does strategic leadership mediate the relationship between organizational culture and SHRM practices?

Unit of Analysis

Clark and Creswell (2015) mentioned that an individual or organization can be considered as unit of analysis in the quantitate study. This study will consider an individual as unit of analysis. An individual who is working in the financial sector in Saudi Arabi

Dear Participant,

The main purpose of this study is to examine The Role of Organizational Culture and Strategic Leadership in SHRM Practices. Being a part of HR department in your organization, you have been chosen as a participant to provide information regarding strategic human resource management practices.

In order to enable you to provide such valuable data, a questionnaire has been designed which consists of three sections (A: Organizational Culture, B: Strategic Leadership and C: SHRM practices.

This questionnaire will require a few minutes of yours for filling it out. In order to ensure that all information remains confidential, please avoid including your name. If you choose to participate in this research, please answer all questions and return the filled questionnaire to the researcher.

Thank you for your time.

If you have any additional information or questions, please feel free to contact. Your cooperation will be highly appreciated.

Sincerely,

Nadra Tawfig
PhD. Student
Azman Hashim International Business School
Universiti Teknologi Malaysia
Email: tawfignadra@gmail.com
Tel: (00966) 0559872402

Instructions for completing the questionnaire

1. Please answer the following questions if you are rendering services at top management position in your organization
2. Please answer all questions in this questionnaire
3. I appreciate if you could return the completed questionnaire to the respective person
4. Please read the following statements carefully and tick (√) the number that best represents your behavior based on the following criterion:

Part I: Basic Information

No	Characteristics	Details
1	Level of position in the company	1. Director 2. Senior Director 3. Junior Director 4. Head of department 5. Executive 6. Officer 7. Staff
2	Experience in years at current position	1. 2-9 years 2. 10-19 years 3. 20 years and above 4. Others: _____
3	Number of employees in the company	1. Less than 50 employees 2. Less than 100 employees 3. Above 100 employees 4. Others: _____

Part II: Survey Response

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Section 1: Organizational Culture					
Dimension: Adaptability					
Creating change	1	2	3	4	5
1. The way things are done is very flexible and easy to change.	1	2	3	4	5
2. We respond well to competitors and other changes in the business environment.	1	2	3	4	5
3. New and improved ways to do work are continually adopted.	1	2	3	4	5
4. Attempts to create change usually meet with resistance. (Reversed Scale)	1	2	3	4	5
5. Different parts of the organization often cooperate to create change.	1	2	3	4	5
Customer focus					
6. Customer comments and recommendations often lead to changes.	1	2	3	4	5
7. Customer input directly influences our decisions.	1	2	3	4	5
8. All members have a deep understanding of customer wants and needs.	1	2	3	4	5
9. The interests of the customer often get ignored in our decisions. (Reversed Scale)	1	2	3	4	5
10. We encourage direct contact with customers by our people.	1	2	3	4	5
Organizational learning					
11. We view failure as an opportunity for learning and improvement.	1	2	3	4	5
12. Innovation and risk taking are encouraged and rewarded.	1	2	3	4	5
13. Lots of things are left undone. (Reversed Scale) 14. Lots of tasks are left undone. (Reversed Scale)	1	2	3	4	5
15. Learning is an important objective in our day-to-day work.	1	2	3	4	5
16. We make certain that everyone in the	1	2	3	4	5

organization is being shared with the same information.					
Dimension: Mission					
Strategic direction and Intent	1	2	3	4	5
17. There is a long-term purpose and direction.	1	2	3	4	5
18. Our strategy leads other organizations to change the way they compete in the industry.	1	2	3	4	5
19. There is a clear mission that gives meaning and direction to our work.	1	2	3	4	5
20. There is a clear strategy for the future.	1	2	3	4	5
21. Our strategic direction is unclear to me. (Reversed Scale)	1	2	3	4	5
Goals and objectives	1	2	3	4	5
22. There is widespread agreement about goals.	1	2	3	4	5
23. Leaders set goals that are ambitious, but realistic.	1	2	3	4	5
24. Objectives we are trying to meet are officially and publicly written down by the leaders.	1	2	3	4	5
25. We continuously track our progress against our stated goals.	1	2	3	4	5
26. We understand what needs to be done for the organization to succeed in the long run.	1	2	3	4	5
Vision	1	2	3	4	5
27. We have a shared vision of what the organization will be like in the future	1	2	3	4	5
28. Leaders have a long-term viewpoint.	1	2	3	4	5
29. Short-term thinking often compromises our long-term vision. (Reversed Scale)	1	2	3	4	5
30. Our vision creates excitement and motivation for our employees.	1	2	3	4	5
31. We are able to meet short-term demands without compromising our long-term vision.	1	2	3	4	5
Section 2: Strategic Leadership					
Dimension: Vision articulating					
1. The top management clearly communicating the vision about the future of the company	1	2	3	4	5
2. The top management are articulating a bright future for employees	1	2	3	4	5
3. The top management are clearly handling on the development of the company in the next five years	1	2	3	4	5

4. The top management are emphasizing the long-term planning of the company	1	2	3	4	5
Dimension: Operations monitoring	1	2	3	4	5
5. Top management are having good managers over different projects and plans	1	2	3	4	5
6. Top management are monitoring the operations of the organization	1	2	3	4	5
7. Top management are having a tight control over the business conditions of the organization	1	2	3	4	5
Section 3: SHRM Practices	1	2	3	4	5
Dimension: Staffing	1	2	3	4	5
1. HR practice selectivity in hiring	1	2	3	4	5
2. HR practice selection for expertise and skills	1	2	3	4	5
3. HR practice selection for future potentials	1	2	3	4	5
Dimension: Training	1	2	3	4	5
4. Availability of formal training activities	1	2	3	4	5
5. Availability of comprehensive training policies and programs	1	2	3	4	5
6. Availability of training for new hires	1	2	3	4	5
Dimension: Participation	1	2	3	4	5
7. Employees are allowed to make decisions	1	2	3	4	5
8. Employees are allowed to suggest improvements into work	1	2	3	4	5
9. Employees' voices are valued by the organization	1	2	3	4	5
Dimension: Performance appraisal	1	2	3	4	5
10. Performance appraisal is developmental focused	1	2	3	4	5
11. Performance appraisal is results-based appraisal	1	2	3	4	5
12. Performance appraisal is behavior-based appraisal	1	2	3	4	5
Dimension: Compensation	1	2	3	4	5
13. Profit sharing is included in compensation	1	2	3	4	5
14. Incentive pay is included in compensation	1	2	3	4	5
15. The link between performance and reward is reflected in compensation	1	2	3	4	5
Construct 4: Employees' Commitment					
16. I am committed to this company	1	2	3	4	5
17. I really care about the future of this company	1	2	3	4	5

18. I find my values and the company's values very similar	1	2	3	4	5
19. I really feel as if this company's problems are my own	1	2	3	4	5

Oct 27th ,2020

Subject: Expert Validation of Study Construct and Related Items

Dear Prof. / Dr. Dr Haliyana Khalid

My name is Nadra Fouad Tawfig, PhD student at Azman Hashim International School, Universiti Teknologi Malaysia (UTM). Currently, I am conducting research titled (The Effect of Organizational Culture and Strategic Leadership on Strategic HRM Practices in the Financial Sector in Saudi Arabia". I am in the phase of primary data collection for my research study. I would like to kindly have your expertise to validate and confirm the items that I have selected, before moving to the data collection step. Kindly note that all the items are extracted from published research studies.

With your expertise and knowledge, I seek your generous opinion to validate the attached questionnaire for the study. Your feedback is highly appreciated.

Thank you
My best regards,

Nadra Fouad Tawfig
PhD student
Azamn Hashim International Business School
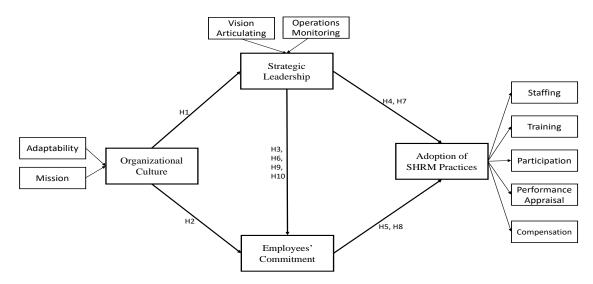UTM
Kuala Lampur Campus
Phone: +966 55 876 2402
Email: tawfignadra@gmail.com

Details of study Constructs, dimensions and number of items:

Name of Construct	Type	1st order / dimensions	2nd order/dimensions	Total items
Organizational culture (Denison et al., 2006; Turner, 2020; Samimi et al., 2020)	Independent	Adaptability trait	Creating change	5 items
			Customer focus	5 items
			Organizational learning	5 items
		Mission trait	Vision	5 items
			Strategic direction and intent	5 items
			Goals and objectives	5 items
Employees' commitment (Hamadamin and Atan, 2019)	Independent, mediate	None	None	4 items
Strategic leadership (Tsui, et al., 2006; Samimi et al., 2020)	Independent, mediate	Vision articulating	None	4 items
		Operations monitoring		3 items
SHRM practices (Sánchez et al., 2015; Turner, 2020)	Dependent	Staffing	None	3 items
		Training		3 items
		Participation		3 items
		Performance appraisal		3 items
		Compensation		3 items
			Total items	**56**

Note: Please tick (☐) in the space provide

Construct and Dimensions	Item can be accepted?		Language understood?		Item related to construct?		Comments
	Yes	No	Yes	No	Yes	No	
Section 1: Organizational Culture **Definition: "The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share knowledge" (Ashkanasy et al., 2011)**							
<u>**Dimension: Adaptability**</u>							
Creating change: **Definition:** "The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes". (Denison et al., 2006)							
1. The way things are done is very flexible and easy to change.	√		√		√		
2. We respond well to competitors and other changes in the business environment.	√		√		√		
3. New and improved ways to do work are continually adopted.	√		√		√		
4. Attempts to create change usually meet with resistance. (Reversed Scale)	√		√		√		
5. Different parts of the organization often cooperate to create change.	√		√		√		
Customer focus: **Definition:** "The organization understands and reacts to their customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers" (Denison et al., 2006							
6. Customer comments and recommendations often lead to changes.	√		√		√		
7. Customer input directly influences our decisions.	√		√		√		
8. All employees have a deep	√						

Item							Comments
understanding of customer wants and needs.			√		√		
9. The interests of the customer often get ignored in our decisions. (Reversed Scale)	√		√		√		
10. We encourage direct contact with customers by our people.	√		√		√		
Organizational learning:							
Definition "The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities" (Denison et al., 2006)							
1. We view failure as an opportunity for learning and improvement.	√		√		√		I'm not sure what/who does 'we' represent? The organization? The management in organization?
2. Innovation and risk taking are encouraged and rewarded.	√		√		√		
3. Lots of things are left undone. (Reversed Scale) Lots of tasks are left undone. (Reversed Scale)		X		X	√		I think the sentence is incomplete and cause confusion. Lots of things? Where? And perhaps why
4. Learning is an important objective in our day-to-day work.	√		√		√		
5. We make certain that everyone in the organization is being shared with the same information.	√		√		√		
Dimension: Mission							
Strategic direction and Intent:							
Definition: "Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and "make their mark"							

on theindustry" (Denison et al., 2006)						
1. The organization long-term purpose and direction.		X		X	√	If you add, "the organization **has a"**, it will be more understandable
2. Our strategy leads other organizations to change the way they compete in the industry.	√		√		√	
3. There is a clear mission that gives meaning and direction to our work.	√		√		√	
4. The organization has a clear strategy for the future.	√		√		√	
5. The organization's strategic direction is unclear to me. (Reversed Scale)	√		√		√	
Goals and objectives: **Definition:** "A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in theirwork"(Denison et al., 2006)						
1. There is widespread agreement about organizational goals.	√		√		√	
2. Leaders set goals that are ambitious, but realistic.	√		√		√	
3. Objectives we are trying to meet are officially and publicly written down by the leaders.	√		√		√	
4. We continuously track our progress against our stated goals.	√		√		√	
5. We understand what needs to be done for the	√		√		√	

							Comments
organization to succeed in the long run.							

Vision:

Definition: "The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction"(Denison et al., 2006)

1. We have a shared vision of what the organization will be like in the future	√			X	√		Who is 'we' here?
2. Leaders have a long-term viewpoint.	√		√		√		
3. Short-term thinking often compromises our long-term vision. (Reversed Scale)	√		√		√		
4. Our vision creates excitement and motivation for our employees.	√		√				
5. We are able to meet short-term demands without compromising our long-term vision.	√		√		√		

Section 2: Strategic Leadership

Definition: "Strategic leadership as the functions performed by individuals at the top levels of an organization (CEOs, TMT members, Directors, General Managers) that are intended to have strategic consequences for the firm" (Samimi et al., 2020)

Dimension: Vision articulating

Definition: Visionary approach by leaders help in firm's internal and external adaption issues. (Tsui et al., 2004)

1. The top management clearly communicating the vision about the future of the company	√		√		√		
2. The top management are articulating a bright future for employees	√		√		√		

Item						
3. The top management are clearly handling on the development of the company in the next five years	√		√		√	
4. The top management are emphasizing the long-term planning of the company	√		√		√	
<u>Dimension: Operations monitoring</u>						
Definition: is to get a clear picture of business operations at micro, meso and macro level. (Tsui et al., 2004)						
1. Top management are having good managers over different projects and plans	√		√		√	
2. Top management are monitoring the operations of the organization	√		√		√	
3. Top management are having a tight control over the business conditions of the organization	√		√		√	
Section 3: SHRM Practices						
Definition: "Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole. As a result, the goals of a human resource department reflect and support the goals of the rest of the organization" (Sánchez et al., 2015)						
<u>Dimension: Staffing</u>						
1. Human Resource Department practice selectivity in hiring	√		√		√	
2. Human Resource Department practice selection for expertise and skills	√		√		√	
3. Human Resource Department practice selection for future potentials	√		√		√	

Dimension: Training						
1. The organization provides formal training activities	√		√		√	
2. The organization provides comprehensive training policies and programs	√		√		√	
3. The organization provides training for new hires	√		√		√	
Dimension: Participation						
1. Employees are allowed to make decisions	√		√		√	
2. Employees are allowed to suggest improvements into work	√		√		√	
3. Employees' voices are valued by the organization	√		√		√	
Dimension: Performance appraisal						
1. Performance appraisal is developmental focused	√		√		√	
2. Performance appraisal is results-based appraisal	√		√		√	
3. Performance appraisal is behavior-based appraisal	√		√		√	
Dimension: Compensation						
1. Profit sharingis included in compensation	√		√		√	
2. Incentive pay is included in compensation	√		√		√	
3. The link between performance and reward is	√		√		√	

reflected in compensation							
Construct 4: Employees' Commitment							
1. I am committed to this company	√		√		√		
2. I really care about the future of this company	√		√		√		
3. I find my values and the company's values very similar	√		√		√		
4. I really feel as if this company's problems are my own	√		√		√		

11 NOV 2020

Thank you for your time and valuable feedback on the items related to their acceptance, language and relevance to constructs.

Do the questions raised in the questionnaire as a whole reflect the dimensions and elements measured?

√□Yes □ No

If No please Specify:

Name: Dr Haliyana Khalid   Signature:

_____

Date :

11 NOV 2020

LIST OF PUBLICATIONS

1. **Tawfig, N. F**., & Kamarudin, S. (2021). Role of Strategic Human Resource Management Practices on the Achieving of Sustainable Competitive Advantages: The Mediation Role of Strategic Leadership and Organizational Culture. *Review of International Geographical Education Online*, *11*(5), 583-604.

2. **Tawfig, N. F.,** & Kamarudin, S. (2021). Influence of Organizational Culture, Sustainable Competitive Advantages, and Employees' Commitment on Strategic Human Resources Management in the Banking Sector of Saudi Arabia. Journal of Business Management and Strategy. 13 (1), 13-33.