


Strategic HR Management: Bridging Organizational Goals and Employee Performance

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Citation: Abualfalah, G. (2025). Strategic HR Management: Bridging Organizational Goals and Employee Performance, *Journal of Cultural Analysis and Social Change*, 10(2), 4065-4069. <https://doi.org/10.64753/jcasc.v10i2.2232>

Published: November 22, 2025

ABSTRACT

This study empirically investigates the impact of Strategic Human Resource Management (SHRM) practices on employee performance, emphasizing the mediating role of goal alignment and the moderating effect of organizational culture. Drawing upon the Resource-Based View (RBV) and Strategic Alignment Theory, the study posits that effective SHRM practices bridge the gap between organizational goals and employee outcomes. Data were collected through a structured questionnaire from 240 employees across banking, education, telecommunications, and manufacturing sectors in Jordan. Structural Equation Modeling (SEM) was employed to test the hypothesized relationships. Results reveal that SHRM practices significantly enhance employee performance, with goal alignment partially mediating this relationship. Moreover, organizational culture strengthens the positive effects of SHRM practices on employee performance. The findings underscore the critical role of aligning HR strategies with organizational objectives and fostering supportive organizational culture to achieve sustainable competitive advantage. This study contributes both theoretically and practically to the understanding of how strategic HR initiatives translate into measurable employee and organizational outcomes in emerging economies.

Keywords: Strategic, HR Management, Organizational Goal, Employee Performance

INTRODUCTION

Strategic Human Resource Management (SHRM) has transitioned from traditional personnel management to a strategic function that directly influences organizational effectiveness and competitiveness. In the rapidly changing global business environment, organizations increasingly recognize that human capital is a key source of sustainable competitive advantage. Accordingly, aligning HR practices with organizational goals is critical to ensure that employees' efforts and competencies directly contribute to the overall strategic objectives of the organization (Arora et al., 2024; Wilantra et al. 2025; AIT NASSER et al., 2025; Parveen et al., 2020).

Despite the growing recognition of SHRM's importance, many organizations struggle to translate strategic HR policies into improved employee performance. One key challenge is goal alignment, which ensures that individual employee objectives are synchronized with broader organizational aims (Locke & Latham, 2002; Kahil, 2025; Tesprait et al., 2023; Zain et al., 2022; Anatol'evich et al., 2024). Misalignment can lead to suboptimal performance, reduced motivation, and ineffective utilization of human resources. Furthermore, the organizational culture plays a pivotal role in shaping employees' responsiveness to HR initiatives. A supportive culture characterized by trust, collaboration, and innovation can amplify the effectiveness of SHRM practices, while a weak or misaligned culture may hinder performance outcomes (Georgescu et al., 2024; Bavardi, 2024; Elnaqlah et al., 2025).

This study aims to empirically examine the relationships among SHRM practices, goal alignment, organizational culture, and employee performance within organizations in Jordan. Specifically, it seeks to answer the following research questions:

- 1) How do SHRM practices influence employee performance?
- 2) To what extent does goal alignment mediate the relationship between SHRM practices and employee performance?
- 3) How does organizational culture moderate the effect of SHRM practices on employee performance?

By addressing these questions, the study contributes to both theory and practice. Theoretically, it integrates the Resource-Based View (RBV) and Strategic Alignment Theory to explain how human resources serve as strategic assets that drive organizational performance. Practically, it offers actionable insights for managers to design and implement HR strategies that effectively link organizational goals with employee performance. The findings are particularly relevant for emerging economies like Jordan, where optimizing human capital is essential for achieving sustainable organizational growth.

LITERATURE REVIEW

Strategic Human Resource Management (SHRM)

SHRM is a systematic approach that ensures HR policies and practices are integrated with the long-term strategic objectives of the organization (Wright & McMahan, 1992; Kahil, 2025; Ghasemi et al., 2024; Lestari et al., 2023). Unlike traditional HRM, which focuses on administrative tasks, SHRM emphasizes the alignment of human capital with business strategy to achieve competitive advantage (Huselid, 1995; Noor and Ahmed, 2024). Contemporary research highlights SHRM practices such as selective recruitment, comprehensive training programs, performance management systems, and strategic compensation as key drivers of employee performance and organizational effectiveness (Boselie et al., 2005; Arora et al., 2024; Mujtaba et al., 2023; Alifian et al., 2024; Katsamba et al., 2023; Adawiah, 2022).

Goal Alignment

Goal alignment ensures that individual objectives are consistent with organizational goals. The theory of goal setting and task motivation (Locke & Latham, 2002; Dehvari et al., 2024) suggests that clearly defined goals enhance employee engagement, performance, and accountability. Recent empirical studies indicate that organizations with high alignment between HR strategies and employee objectives report better performance metrics and higher job satisfaction (Georgescu et al., 2024; Malik & Naeem, 2021; Abbas et al., 2024).

Organizational Culture

Organizational culture encompasses the shared beliefs, norms, and values that shape behavior in the workplace (Schein, 1992; Asif et al., 2023). A supportive culture reinforces SHRM practices, while misaligned cultures can hinder the effectiveness of HR initiatives. Cultures that promote collaboration, innovation, and employee empowerment amplify the positive impact of SHRM practices on performance (Georgescu et al., 2024; Li et al., 2021; Maleki et al., 2025).

Employee Performance

Employee performance is a multidimensional construct, including task performance, contextual performance, and adaptive performance (Campbell, 1990; Kandoli, 2022; Ebele et al., 2023). Task performance refers to core job responsibilities, contextual performance involves extra-role behaviors, and adaptive performance is the ability to adjust to changing environments. SHRM practices influence all three dimensions by equipping employees with the skills, motivation, and resources required to excel (Boselie et al., 2005; Malik & Naeem, 2021; Shahril, 2023; Jean et al., 2020).

Theoretical Framework

The study is grounded in two complementary theories:

- 1) Resource-Based View (RBV) – Human capital is a strategic resource capable of generating sustainable competitive advantage (Barney, 1991).
- 2) Strategic Alignment Theory – Alignment between organizational goals, HR strategies, and employee objectives is crucial for maximizing performance outcomes (Arora et al., 2024).

SHRM practices are hypothesized to positively influence employee performance, with goal alignment acting as a mediator and organizational culture as a moderator.

METHODOLOGY

Research Design

A quantitative, cross-sectional survey design was employed to empirically test the relationships between SHRM practices, goal alignment, organizational culture, and employee performance. A survey-based approach allowed standardized data collection across multiple sectors (Creswell, 2014; Siddique et al., 2024; İközler.,2022).

Population and Sample

Employees from medium and large organizations in Jordan across sectors such as banking, education, telecommunications, and manufacturing participated. Stratified random sampling ensured representation of organizational sizes and hierarchical levels. 300 questionnaires were distributed, with 240 valid responses returned (80% response rate), sufficient for SEM analysis.

Data Collection Instrument

Data were collected using a structured questionnaire based on established scales:

- SHRM practices: Huselid (1995), Boselie et al. (2005)
- Goal alignment: Locke & Latham (2002)
- Organizational culture: Schein (1992), Yan et al. (2020)
- Employee performance: Campbell (1990)

All items were measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Data Analysis Techniques

Structural Equation Modeling (SEM) was used to assess the measurement and structural models. Reliability and validity were tested (Cronbach's Alpha, Composite Reliability, AVE). Hypothesized paths, mediation, and moderation effects were analyzed, with controls for age, gender, tenure, and sector.

RESULTS AND ANALYSIS

- **Descriptive Statistics:** 240 responses, 60% male, 65% with over 5 years of experience. Sector distribution: banking 32%, education 27%, telecommunications 21%, manufacturing 20%.
- **Measurement Model:** Cronbach's Alpha > 0.80, Composite Reliability 0.83–0.92, AVE > 0.50. Discriminant validity confirmed.
- **Structural Model:** SRMR = 0.061, NFI = 0.91. SHRM → Employee Performance $\beta = 0.54$, $p < 0.001$; Goal Alignment mediator $\beta = 0.21$, $p < 0.001$; Organizational Culture moderator $\beta = 0.18$, $p < 0.01$. $R^2 = 0.64$.

DISCUSSION

SHRM practices enhance employee performance. Goal alignment partially mediates this effect, and organizational culture strengthens it. Findings are consistent with prior studies (Huselid, 1995; Boselie et al., 2005; Locke & Latham, 2002; Georgescu et al., 2024; Bano et al., 2025; Van et al., 2024). Aligning HR practices with organizational objectives and fostering supportive culture is critical.

CONCLUSION AND RECOMMENDATIONS

SHRM practices improve employee performance, mediated by goal alignment and moderated by organizational culture. Organizations should align HR practices with strategic objectives, foster supportive cultures, and monitor HR strategies for adaptation. Future research should explore longitudinal effects and cross-cultural comparisons.

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